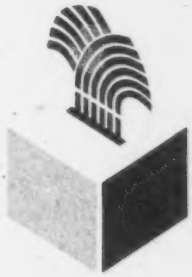
Annual Report of the Chief Electoral Officer of Saskatchewan 2009 - 2010



ELECTIONS SASKATCHEWAN

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SASKATCHEWAN. CHIEF ELECTORAL OFFICE

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OFFICE OF THE
CHIEF ELECTORAL OFFICER

July 28, 2010

The Honourable Don Toth
Speaker of the Legislative Assembly
129 Legislative Building
Regina, Saskatchewan
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Honourable Speaker:

Pursuant to Section 286.1 of *The Election Act, 1996*, I have the distinct privilege of presenting the Annual Report of the Office of the Chief Electoral Officer to the Legislative Assembly of Saskatchewan.

This Annual report highlights office activities for the period April 1, 2009 through March 31, 2010.

Respectfully submitted,

David A. Wilkie

David A. Wilkie
Acting Chief Electoral Officer

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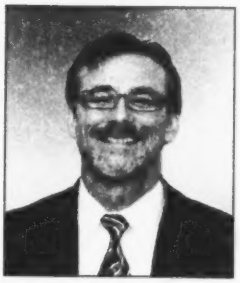
I. Message of the Chief Electoral Officer



It is my distinct honour and pleasure to publish this Annual Report for the period April 1, 2009 to March 31, 2010.

The Chief Electoral Officer, as an independent Officer of the Legislative Assembly, must possess neutrality, integrity and be worthy of the trust of all the components of the voting public and political entities. The Office of the Chief Electoral Officer (OCEO) strives to achieve excellence in its administration and reaches this goal through the optimal use of the resources made available to it. The Chief Electoral Officer's role is to strengthen the Office's mission, uphold its values and enhance its vision, while remaining accountable for its performance. Furthermore, both the Members of the Legislative Assembly and the public need adequate information about the Office's goals to enable them to measure the Office's achievements. The Strategic Initiatives section of this Report is the Office's fifth "Report Card" on how well the OCEO has progressed and where more resources are required "to get the job done".

The OCEO spent the fiscal year 2009-2010 completing the final post-election wrap-up for the 2007 General Election. This included beginning the implementation of recommendations for policy and procedure changes coming out of the comprehensive post-election review, preparing for two by-elections, carrying out two by-elections and completing the wrap-up for two by-elections including a meeting of the registered political party advisory committee. The OCEO also implemented a pilot project on improving its mapping products.

As I look back over the 2009-2010 fiscal year, I am particularly proud of:

- the Office's ability "to get the job done" in the face of adversity (an ongoing shortage of staff, the delay in the release and implementation of the "Hamilton Report" and the continuing stalemate on the hiring of a "permanent Chief Electoral Officer");
- the successful addition of new pilot projects in the communications, information technology, election financing and operations areas during the September 21, 2009 by-elections in the Regina Douglas Park and Saskatoon Riversdale constituencies;
- the successful implementation of a pilot project on improvements to the mapping products using Geographic Information System (GIS) technology;
- the addition of new term contract staff in Communications and Financial Compliance; and
- continued efforts to increase continuing education and make the OCEO an open, creative and enjoyable place to work.

The achievements of the 2009-2010 fiscal year, including the administration of the Regina Douglas Park and Saskatoon Riversdale By-Elections were made possible by the continued support and dedicated effort of the Returning Officer for the Regina Douglas Park constituency, the Acting Returning Officer for the Saskatoon Riversdale constituency and their respective election officials, candidates in both By-Elections, registered political parties and their volunteers, suppliers, contractors, and the dedicated staff of the Office of the Chief Electoral Officer. I extend my sincere appreciation and thanks to all of these individuals for their professionalism, spirit and commitment to continue to advance the health of electoral democracy in Saskatchewan.

I also wish to acknowledge the assistance provided to me and to the OCEO by the Legislative Assembly Service including its Human Resource and Payroll Services, Financial and Administrative Services, and Communication and Technology Services Branches.

The accomplishments of the OCEO in 2009-2010 are tempered by the frustration experienced by the staff of the OCEO, including myself, with the extremely slow progress on the following matters:

- progress on the review of the *Report of the Chief Electoral Officer - Volume III - Recommendations for Changes to The Election Act, 1996 - Twenty-Sixth Provincial General Election (Volume III)* which added more than one hundred new recommendations as well as including revised and updated recommendations from the previous Annual Reports (the most notable being movement towards a Permanent Register of Electors) and recommendations to improve accessibility for voters, particularly voters with disabilities;
- the release and implementation of the "Hamilton Report" on the staffing and reporting structure of the OCEO;
- the on-going "stalemate" on the hiring of a "permanent Chief Electoral Officer"; and
- the uncertainty of a possible senate selection and a referendum.

While the time to make Legislative Amendments is fast diminishing, there is still time to make some important changes before the next General Election. Ten days to enumerate within the writ period does not result in a high quality Voters' List. With a set election date of November 7, 2011, it makes logical sense to have an enumeration in September 2011 outside of the writ period. The result would be a much improved Voters' List. There are also a number of amendments to make improvements regarding the accessibility of voting which would lead to greater voter satisfaction of all voters, especially voters with disabilities and to assist with the difficulty in recruiting poll officials.

Not having the ability to hire "permanent" staff until a "permanent Chief Electoral Officer" is hired leaves the OCEO vulnerable should any of the term staff decide to opt for the stability of a permanent position. The election business is specialized. It takes time to train staff. Most other electoral jurisdictions have a great deal of depth to cover off duties in the event of illness, resignations etc. of a staff member. Currently the OCEO does not. While the OCEO is working towards this goal, it also requires cooperation from the Board of Internal Economy and the Legislative Assembly.

I trust that more solutions will emerge in the 2010-2011 fiscal year.

David A. Wilkie
Acting Chief Electoral Officer
July 2010

II. Executive Summary

From April 1, 2009 to March 31, 2010 the OCEO, in addition to annual operational activities, undertook preparations to develop and implement strategic initiatives, which were outlined in the Strategic Plan 2005-2011, and expanded upon in the last five annual reports.

This Annual Report of the Office of the Chief Electoral Officer (OCEO) outlines and discusses strategic initiatives and OCEO activities over a 12-month period including the administration of the Regina Douglas Park and Saskatoon Riversdale By-Elections.

The first section details the Mission Statement, Mandate, Values and Responsibilities of the Office of the Chief Electoral Officer. It is followed by a major section on Strategic Initiatives, which is in effect a "Report Card" on the Initiatives of the OCEO. Details on the progress of all short-term, medium-term, and long-term strategic initiatives are updated by indicating either:

- "Completed" if an initiative is fully completed; or
- detailed "Accomplishments" and/or "Updates" for those initiatives still in progress.

Since the 2008-2009 Annual Report, one short-term initiative and two medium-term initiatives are now in progress. They are as follows: implementing an elections finance reporting system (short-term); implementing the elections finance reporting system (medium-term); implementing the automation of electoral geography products (medium-term)(see chart on page 9). One medium-term initiative, preparing a plan to implement a Permanent Register of Electors, is currently in a holding pattern (see chart on page 10).

A section on annual Elections Saskatchewan activities outlines annual activities with respect to constituency Returning Officers, registered political parties including registration, potential candidates, annual financial reporting, the political contributions tax credit system, annual/campaign period reporting, annual reporting of the OCEO including *Detail of Expenditures*, statutory compliance assistance and public disclosure/public relations.

The section on Total Expenditures outlines expenditures, cost of the two by-elections and capital. The budgeted and actual figures are noted.

The section on the By-Elections gives a quick snap-shot about the Regina Douglas Park and Saskatoon Riversdale September 21, 2009 By-Elections.

The Liaison section outlines Office liaison activities with respect to:

- various stakeholder groups in order to receive feedback on election matters;
- the education of various stakeholder groups about Elections Saskatchewan;
- various multi-jurisdictional workshops and meetings;
- the review and assessment of new electoral administration initiatives: and
- maintaining a liaison with all independent officers of the Legislative Assembly.

The Miscellaneous Activities section includes an update on human rights complaints, staffing in the OCEO, as well as continuing education.

It should also be noted that the financial statements, for the first time, are being audited by the Provincial Auditor. Financial statements will follow after the audit is complete.

The Report concludes with:

- some comments on the most important recommendations from the *Report of the Chief Electoral Officer - Volume III – Recommendations for Changes to The Election Act, 1996 – Twenty-Sixth Provincial General Election (Volume III)* which was tabled in the Legislative Assembly on April 30, 2009 and on which there has been no progress. The benefits to voters, registered political parties, candidates and the OCEO are noted.

III. Mission Statement, Mandate, Values, Vision and Responsibilities of the Office of the Chief Electoral Officer

A. Mission Statement

To ensure the right of the people of Saskatchewan to participate freely in honest, open and fair electoral events, and to encourage the involvement of political parties, candidates and electors by raising their awareness and understanding of electoral processes that are transparent, efficient and accessible.

B. Mandate

The Office is a **non-partisan body** charged with the mandate of directing and supervising the administrative and financial conduct of provincial electoral events. The Chief Electoral Officer, appointed by resolution of the Legislative Assembly, directs the Office and its activities. Under *The Election Act, 1996*, the OCEO is responsible for the administration of Provincial General Elections, By-Elections, enumerations (other than during a writ of election) and provincial elections finances. The Office is additionally charged with the administration of the Province's political contributions tax credit disclosure system under *The Political Contributions Tax Credit Act*. The Office periodically administers and oversees referenda and plebiscites under *The Referendum and Plebiscite Act* and time votes under *The Time Act*. The Office's mandate is supported by the contributions of administrative and professional personnel as detailed in the organizational chart at the end of this section. *The Senate Nominee Election Act* (Saskatchewan) was passed in the Legislative Assembly on May 14, 2009. Upon proclamation, the administrative responsibilities for the election of nominees for the Senate, in conjunction with the next Provincial General Election on November 7, 2011, would be added to the responsibilities of the Office.

C. Values

Elections Saskatchewan's values are:

- **To be independent and non-partisan ensuring public confidence in the independence of the Office and its activities by treating all stakeholders equally and without preference;**
- To have integrity making certain that every decision and every action enhances the democratic rights of all electors by interpreting and applying policy and legislation fairly and consistently;
- To be open and transparent in all activities through consistency of action, regular and public reporting, broad communications and information sharing between and during electoral events;
- To be accountable to electors and the members of the Legislative Assembly through statutory reporting of activity and performance against published standards and open discussion of the legislative and regulatory framework for electoral events and election finances;
- To be efficient in designing processes and ensuring financial accountability through the development, management and deployment of up-to-date and cost-effective technology, processes, access channels and tools that encourage maximum participation and facilitate maximum compliance with financial reporting obligations;
- To be effective in electoral event delivery procedures and operations reducing barriers to compliance, participation and access to the process for electors, candidates and parties,

ensuring that workers are well prepared, processes are well designed and measurement systems are in place;

- To be innovative, creative and flexible in delivering the present and preparing for the future looking broadly for opportunities and partnerships while considering electoral process needs and adopting optimal solutions;
- To be consultative with all our stakeholders using advisory committees to evaluate legislative, regulatory and operational frameworks to ensure that they are current and relevant, regularly reviewing all stakeholder perspectives and needs, and by sharing evaluations of Elections Saskatchewan's performance;
- To be professional in all our activities by bringing to Saskatchewan the best practices of electoral administrators across Canada and in democracies across the world; and
- To create a cooperative working environment and encourage all members of the election team to work together and to work with their stakeholders and partners to better serve the electorate of Saskatchewan.

D. Vision

Elections Saskatchewan's vision is:

A made-in-Saskatchewan electoral process that responds to the needs of all of our stakeholders.

There are eight aspects to our vision:

- Broadly-based communications initiatives, publications and advertising, combined with focused outreach programs will ensure that all stakeholders are fully aware of their opportunities to be involved in the electoral process;
- Administrative and physical barriers that challenge or deter electors will be identified, removed and replaced by inclusive and accessible processes and procedures that will encourage the highest level of participation in Saskatchewan electoral events;
- Electors will have the opportunity to use proven and leading-edge technologies to obtain electoral information and participate in all aspects of the electoral process, including voter registration and casting their ballot;
- Cost effective electoral processes will take advantage of state-of-the-art information and technical systems that capitalize on public investment in government databases and related activities and also benefit from public and private sector partnerships within Saskatchewan and across Canada;
- Increased compliance with the election finances provisions of the legislation will be achieved through the direct involvement of political parties, candidates, official agents and business managers in the development of a full range of simplified assistance tools to be provided by Elections Saskatchewan, resulting in reduced investigation and enforcement activity;
- The wishes and needs of all stakeholders in the electoral process will be canvassed and considered through formalized and timely outreach and consultative processes with provisions for meaningful review and feedback;
- Through timely reviews of electoral processes and legislation by Saskatchewan's legislators and the Chief Electoral Officer, necessary innovation and flexibility in the statutory and operational framework will be achieved while preserving the integrity of the system; and

- A pool of well-trained election officers will be available to ensure that Elections Saskatchewan can meet its event-readiness mandate.

E. Responsibilities

The Chief Electoral Officer's primary responsibility is to maintain a state of provincial election readiness. To that end, the OCEO must appoint and train requisite numbers of constituency Returning Officers and election officials to ensure electoral preparedness throughout the government's mandate.

The Election Act, 1996 places a duty on the OCEO to assist registered political parties, candidates, chief official agents and business managers to ensure compliance with financial transparency and disclosure requirements of *The Election Act, 1996.* In fulfillment of this duty, the OCEO publishes guidance documentation to assist chief official agents and business managers in discharging their administrative and financial reporting responsibilities, in compiling requisite support documentation, and in undertaking annual financial disclosure in accordance with *The Election Act, 1996* and *The Political Contributions Tax Credit Act.* The OCEO also conducts electoral educational workshops throughout the Province to ensure effective execution of election activities.

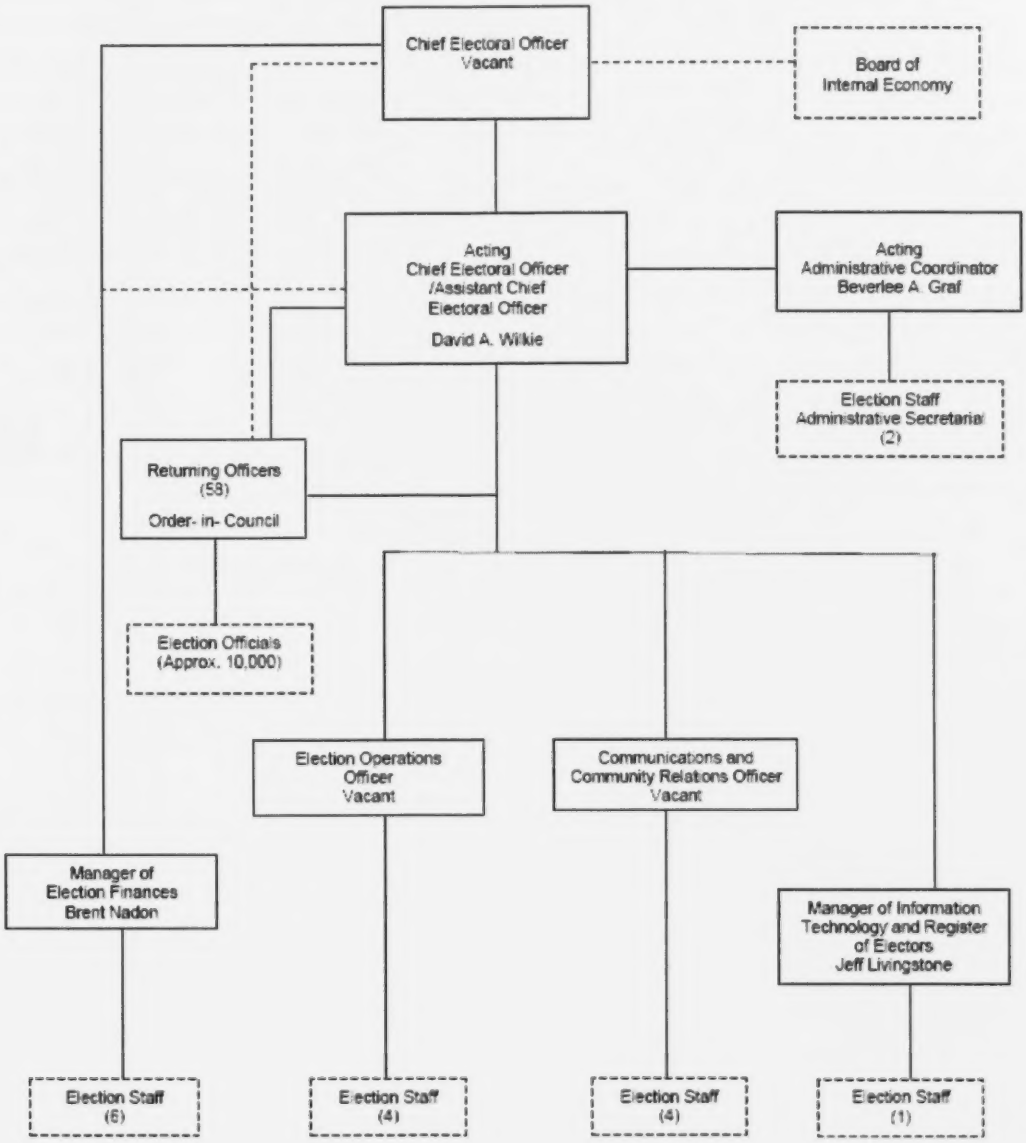
The OCEO is responsible for assessing and reimbursing, where applicable, election expenses paid from the Province's General Revenue Fund. The OCEO has established a system of financial review to certify public reimbursement of election expenses through the examination and audit of registered political parties' and candidates' expense returns and requisite disclosure documentation. To promote transparency, expense return details are published and tabled in the Legislative Assembly for public review.

The OCEO is responsible for investigating suspected or alleged contraventions of *The Election Act, 1996,* as the Chief Electoral Officer considers necessary. The OCEO, in determining if an offence has been committed, considers whether the overall purposes, policy rationales and/or legislative intentions of *The Election Act, 1996* were violated in the circumstances at issue. Where the Chief Electoral Officer determines that the alleged contravention is supported on the investigative evidence, the OCEO forwards the matter to the Ministry of Justice for prosecutorial review.

The Chief Electoral Officer reports annually to the Board of Internal Economy on budgetary matters and to the Speaker of the Legislative Assembly on matters related to *The Election Act, 1996.* In addition to such annual reporting, the Chief Electoral Officer prepares and tables reports in the Legislative Assembly on all electoral specific activities. Provincial election results are published in the *Statement of Votes - Twenty-Sixth Provincial General Election (Volume I)* and its complementary volume the *Report of the Chief Electoral Officer Campaign Contributions and Expenditures - Twenty-Sixth Provincial General Election (Volume II).* For the first time, a second complementary volume, the *Report of the Chief Electoral Officer – Recommendations for Changes to The Election Act, 1996 - Twenty-Sixth Provincial General Election (Volume III)* was published and tabled April 30, 2009. Administrative and financial reporting of constituency by-elections is encapsulated in individual by-election reports.

The OCEO maintains a public relations program to raise political stakeholder and public awareness of important aspects of the Office's mandate, to respond to public enquires and to liaise with registered political parties, candidates and their chief official agents and business managers.

Elections Saskatchewan Organizational Chart (November 1, 2008)



IV. Planning Overview

In January 2005 the Office of the Chief Electoral Officer embarked on a strategic planning exercise. The results of this planning process were as follows:

- **Three time frames** were set for activities:
  - Short-Term Activities to be completed by **April 1, 2006**;
  - Medium-Term Activities to be completed by **April 1, 2007**; and
  - Long-Term Activities to be completed by **April 1, 2011**.
- Elections Saskatchewan's Mission, Values and Vision were agreed upon during the planning overview process. See previous section of report for details.

As in the 2008-2009 Annual Report, this year's Annual Report includes a measure of the OCEO's performance and will show whether or not the OCEO is meeting its objectives.

Details on the progress of all short-term, medium-term, and long-term strategic initiatives are updated by indicating either:

- "Completed" if an initiative is fully completed; or
- detailed "Accomplishments" and/or "Updates" for those initiatives still in progress.

One short-term initiative and two medium-term initiatives are in progress. One medium-term initiative is on hold pending a response to the Chief Electoral Officer's Report on Recommendations to Change *The Election Act* which was tabled on April 30, 2009.

A	B	C	D
Type of Initiative	**Specific Initiative**	**Reason Not Completed on Time**	**Update +/or Possible Ways Forward**
Short-Term	Implement an Elections Finance Reporting System	Illness/subsequent death of consultant.	In the 2010-2011 budget process the project moneys were approved in February 2010. Preliminary work has begun with a March 31, 2011 completion date expected.
Medium-Term	Implement the Elections Finance Reporting System	Budget reductions by Board of Internal Economy in 2006-2007, 2007-2008 and 2008-2009 fiscal years and Office did not request funds for project in 2009-2010 due to lack of staff.	
Medium Term	Implement the Automation of Electoral Geography Products	Due to lack of resources (staff + budget).	A pilot project digitizing the maps for 6 constituencies (2 rural, 1 northern, 2 Regina and 1 Saskatoon constituencies) started in November 2009. The moneys to review, revise and digitize all 58 maps was approved in the 2010-2011 budget process with completion scheduled for March 31, 2011.

Medium Term	Prepare a Plan to Implement a Permanent Electronic Register of Electors	Permanent Register not implemented due to no Regulations being developed and approved by Government & lack of staff in Office to draft until done in "Volume III" – April 30, 2009.	Passing proposed recommendations for changes to *The Election Act, 1996* and/or Regulations, which were tabled April 30/09 and pending organizational review regarding lack of staff ("Hamilton Report").
As per the original strategic plan, Short-Term initiatives were due to be completed **April 1, 2006** and Medium Term Initiatives were to be completed **April 1, 2007**. If the third medium-term report initiative is to be completed **in time for the November 7, 2011** Provincial General Election the "possible ways forward" identified in Column D must come to pass in the Fall 2010; otherwise the implementation time may not be sufficient to have this initiative completed for the November 7, 2011 General Election.			

V. Strategic Initiatives

A. Short -Term (by April 1, 2006) [with updates]

1. Develop and Implement a Change Management Strategy

Completed

2. Conduct a Strategic Impact Analysis of Bill 199, an Act to Amend *The Election Act, 1996*

Completed

3. Develop a Stakeholder Outreach/Communications Strategy

Completed

4. Conduct a Strategic Analysis into the Automation of Electoral Geography Products

Objectives:

Currently all of the electoral maps, street guides and poll keys are generated manually. The cartographers required to manually prepare these products are becoming a scarce resource and may not be available to meet future requirements. Elections Saskatchewan must determine the strategic alternatives and an implementation plan for resolving this issue as soon as possible in order to meet the target date of election readiness for April 1, 2007. Consideration should be given to conducting a pilot project of the solution(s) selected, preferably in high-growth constituencies, as a "proof of concept". The map products currently available will allow Elections Saskatchewan to meet any requirements for electoral events in the meantime.

Accomplishments:

- An electoral geography impact analysis study was completed in October 2005. In November 2005, the manager of election operations and communications and the Assistant Chief Electoral Officer took part in an electoral technology accord workshop on electoral geography in Ottawa;
- After the Weyburn-Big Muddy By-Election:
  - further follow-up with information services corporation will take place; and
  - preparations will begin for approximately 18 Returning Officers to begin in September to review their polling division maps where some polls have experienced large population growth.
  - for staffing and financial reasons it was decided not to do a complete remapping of all 58 constituencies. Instead constituencies with the most residential growth since the last election were identified.

Update: See medium-term initiatives #7.

5. Conduct a Strategic Analysis into the Impacts of Implementing a Permanent Electronic Voters' List

Objectives:

The second reading of Bill 119 contained an announcement that "One of the most significant recommendations of the committee was the development of a permanent electronic Voters' List.

Under the Bill, regulations will allow the Chief Electoral Officer to establish a process to ensure that Saskatchewan has a current and accurate Voters' List."

This directive indicates that it would be prudent of the Office of the Chief Electoral Officer to commission an immediate study into the strategic impacts and options of developing a permanent electronic Voters' List for Saskatchewan.

This study would have been recommended irrespective of Bill 119 being introduced because it is a key element that must be reviewed as part of the Chief Electoral Officer's efforts to modernize and renew electoral processes in the province of Saskatchewan. The introduction, or studies in regards to the impacts of implementing automated registers of electors has been a major activity for most other electoral jurisdictions in Canada over the past ten years. Because of these activities, there is a wealth of information and experiences for Elections Saskatchewan to draw from in the conduct of this important study.

Accomplishments:

- Elections Saskatchewan received three generous offers for the intellectual property of list of electors software (from Elections Ontario, Elections British Columbia and Elections Alberta);
- A consultant was hired to survey the three systems and to make a recommendation regarding which system best fit Saskatchewan's needs;
- After an extensive field application survey (November 2005); the consultant recommended Election Alberta's web-based Alberta Register of Electors System (AROES);
- The OCEO has engaged the services of a systems consulting firm to make the necessary adjustments to AROES to make it the Saskatchewan specific Elections Saskatchewan Permanent Register of Eligible Electors (ESPREE); and
  - the firm that the OCEO has engaged is the original firm that developed AROES and has customized the software for Elections Northwest Territories and Elections Nunavut;
  - the software changes related to the list of electors are expected to be operative in the fall of 2006; and
  - other components are anticipated for a completion date in early 2007;
- The OCEO anticipates the enactment of regulations that will allow the Chief Electoral Officer to immediately commence the process of ensuring that Saskatchewan has a current and accurate Voters' List that will facilitate voting and communications in an election in a more modern and efficient manner.

Update: See medium-term initiatives #3 and #9.

6. Conduct a Strategic Study to Implement a Contact Centre

Completed

7. Conduct an Organizational Review

Objectives:

The current centralized and decentralized organizational structures and functions should be reviewed. This should be done after the other short-term strategic initiatives outlined above are

completed because the outcomes of those studies could have major impacts on the functionality and structure of the Office of the Chief Electoral Officer.

Accomplishments:

- In the Fiscal year 2005-2006 a brief organizational review took place. It was decided that it was not the time to make any major changes to the current organizational structure at least until after the Twenty-Sixth Provincial General Election.

In January 2009, the Board of Internal Economy engaged the services of Mr. David Hamilton, the former Clerk of the Legislative Assembly and Chief Electoral Officer of the Northwest Territories to do an organizational review of the Office of the Chief Electoral Officer. The review was completed in March 2009 and submitted to the Board of Internal Economy for consideration. At the time of writing this report, the organizational review awaits the appointment of the Chief Electoral Officer at which time the review will be shared with the Chief Electoral Officer for consideration.

Further Update: On April 28, 2010, the Report was made public by the Minister of Justice via the Report being posted on the Legislative Assembly website. While the Board of Internal Economy (BOIE) approved the "Hamilton Report", all deadlines identified by the "Hamilton Report" have long come and gone. Mr. Hamilton suggested a full-time staff complement of thirteen.

8. **Conduct a Review of Current Policies, Procedures, and Guidelines**

Completed

9. **Implement an Elections Finance Reporting System**

Objectives:

Election expense reporting by political parties and candidates is a statutory requirement with specific time deadlines post election. Currently this is a manual paper-oriented process that is onerous for both those completing the documents and for Elections Saskatchewan to review. Automated tools should be developed that can be distributed to the business managers for candidates and the chief official agents for political parties. This would clarify the rules for reporting, simplify the preparation of these reports, and facilitate the activity for everyone involved. This would also reduce the workload and time frames required for Elections Saskatchewan staff to review the reports (currently five to seven months elapsed time) and should lead to more timely reimbursement of elections expenses.

Accomplishments:

- A consultant has begun to assess Elections Canada's elections finance reporting system with the hope of developing a similar software program; [due to the consultant's illness and subsequent death, this initial assessment was not completed].

Update: See medium-term initiatives #4.

10. **Review and Update the Election Readiness Plan**

Completed

11. Develop a Policy Framework

Completed

B. Medium-Term Initiatives (by April 1, 2007) [with updates]

1. Implement the Recommendation from the Organizational Review

Objectives:

This activity must be completed early in the 2006-2007 fiscal year in order to be election ready (organizationally). This may require additional staffing and training and will have an impact on the Election Readiness Plan.

Accomplishments:

As noted in short-term initiative #7, it was decided that Fiscal year 2005-2006 was not the time to make any major changes to the current organizational structure at least until after the Twenty-Sixth Provincial General Election.

Update: See Short-term initiative #7.

2. Continue to Implement the Change Management Strategy

Completed

3. Develop an Information Technology Strategy

Objectives:

Elections Saskatchewan's headquarters technology requirements are likely to be impacted by the studies conducted in the short-term in regards to implementing a permanent electronic Voters' List, implementing a contact centre, implementing an election finance reporting system and potentially by some of the outreach strategies selected. It is important to consider the development of an Information Technology Strategy once these other studies are completed.

Accomplishments:

This study would result in a blueprint for:

- the implementation of computerized business solutions (the applications architecture);
- the establishment of software standards (the software architecture);
- the installation of a standardized computer hardware infrastructure;
- the implementation of a telecommunication network (voice and data); and
- using the Internet (enabling technology, not content).

Elections Saskatchewan Permanent Register of Eligible Electors (ESPREE)

- In the Spring of 2006 the OCEO engaged the services of a systems consulting firm to make the necessary adjustments to Elections Alberta's web-based AROES Software to make it the Saskatchewan specific ESPREE Software. The firm that the Office has engaged is the original firm that developed AROES and has customized the software for Elections Northwest Territories and Elections Nunavut. The software changes related to the list of electors were operative by December 2006 (Phase I – Release 1). After the Martensville By-Election some

adjustments were done to take into account suggestions from the automation coordinator and data entry operators and to expand its use to a general election (Phase I – Release 2).

- Phase II was completed with further updates for the Voters' List and an Elections Module (polls, polling places, candidates and ballots), but not sufficiently tested to use in the General Election. Phase II of ESPREE was used in the Cumberland By-Election.

4. Implement the Elections Finance Reporting System

Objectives:

The system developed should be introduced to the stakeholders involved in some form of a focus group to get feedback and reactions to the new application (i.e. consultation, before a formal roll-out and training exercise is scheduled). This will be critical to the successful implementation of this system.

A comprehensive familiarization and training plan should be established as a part of the roll-out strategy for this critically important system.

If a by-election occurs, it would be a valuable learning experience prior to using this system for the first time in a general election. Since these are beyond the purview of Elections Saskatchewan, it may be worth considering a by-election simulation activity, if no other opportunities arise.

Accomplishments:

Due to budget reductions this project was shelved for the 2006-2007 and 2007-2008 fiscal years. In 2008-2009 this project was on hold as the Board of Internal Economy (BOIE) failed to approve its funding for the fiscal year. The OCEO did not request any money through the budget process in February 2009 for fiscal 2009-2010 due to lack of staff in the Office.

Update: The BOIE approved funding for this project for the 2010-2011 fiscal year. At time of writing the OCEO is pursuing several options to complete this project by the end of March 2012.

5. Implement the Contact Centre Strategy

Completed

6. Implementation of Outreach Strategies

Completed

7. Implement the Automation of Electoral Geography Product Strategies

Objectives:

The activity is dependant on the study being conducted in the short-term. The implementation plan will be based on the recommendations from the earlier strategic initiative and must be completed and in place prior to the next anticipated general election. The electoral map products required are critical to the conduct of an election for Elections Saskatchewan elections workers, the political parties and candidates for campaign purposes and for the general public to know the electoral boundaries and in which constituency they are eligible to vote in.

Accomplishments:

- For staffing and financial reasons it was decided not to do a complete remapping of all 58 constituencies. Revised maps were produced for those constituencies where the most residential growth has occurred since the last election.
- In total seven constituencies were remapped in 2007 for the Twenty–Sixth Provincial General Election: Martensville, Regina Dewdney, Regina Northeast, Regina Qu'Appelle Valley, Regina Wascana Plains, Saskatoon Silver Springs and Saskatoon Southeast. The Lloydminster Constituency was remapped in 2004 for use in the Twenty-Sixth Provincial General Election. All of these maps were done in the traditional manner.

Also see medium-term initiative #9.

In February 2009, the OCEO was asked for access to electronic copies of the provincial constituency maps. As a result of providing access to the provincial constituency maps the OCEO was invited to join the new Saskatchewan Geospatial Imagery Collaborative in February, 2009.

The Saskatchewan Geospatial Imagery Collaborative (SGIC) is a partnership of organizations sharing knowledge and costs relating to acquisition and use of remotely sensed imagery for mutual and public benefit. The collaborative operates servers providing a web mapping client and an OGC-standard Web Map Service (WMS) for sharing geospatial imagery. Members of the public are welcome to use a limited set of the SGIC's geospatial imagery holdings, while SGIC members gain access to an expanded set of imagery products. It is hoped that participation in this collaborative will assist the OCEO to move forward with improvements to constituency maps. Access to the collaborative's website has already enabled Office staff to quickly electronically check for the proper constituency when given the section, township, range co-ordinates, rather than the past practice of checking for constituencies manually with paper maps. Minimal movement took place on this initiative in the 2008-2009 fiscal year due to the lack of staff in the OCEO.

Update: Every ten years, constituency boundaries are examined to determine whether adjustments need to be made in order for the population in each constituency to be of relatively equal size. The final report from the Constituency Boundaries Commission was in October of 2002. The next review of the constituency boundaries will begin early in the year 2012 (after the next general election).

Establishing workable and accurate polling descriptions is the basis to a good enumeration and a good enumeration is the basis to a well-run election. A full review of polling division internal boundaries and polling place locations is required prior to the November 7, 2011 General Election for the following reasons:

- **Population growth in a number of constituencies;**
- **As a result of a complaint to the Human Rights Commission after the 2007 General Election, the Office of the Chief Electoral Officer (OCEO) will be following through on its proposal to conduct an audit of all polling places across the province to determine their accessibility prior to the November 2011 General Election;**
- **Representatives of senior citizens' apartment blocks (that house a large number of residents in Moose Jaw, Regina and Saskatoon) have requested a poll in their buildings and that they be extended the same opportunity as the government-run personal care facilities and privately run personal care homes;**

- **A request to review the "community of interest" as it relates to (mainly rural) polling place locations; and**
- **Complaints from a number of Returning Officers that some polls are too small or too large.**

To be election ready, Returning Officers across the province must review or establish new polling division boundaries for all 58 constituencies. It is a critical task that requires the utmost care and accuracy in order to have a smooth-running election. All activities for a Returning Officer (i.e. enumeration, Election Day, etc.) and candidates (i.e. campaigning, canvassing, etc.) revolve around polling divisions.

At the time of writing, several Returning Officers are in the final stages of a polling division review and mapping pilot project. Training for some Returning Officers was conducted in small groups earlier this spring. Returning Officers are currently being contacted by Elections Saskatchewan to discuss training arrangements. All revisions are to be completed by March 31, 2010.

As a result of improvements to GIS technology and the data now available across the Province, new maps will show detailed residential lots, sections, townships, and ranges. The new maps will bring Elections Saskatchewan maps to comparable standards of other jurisdictions across Canada and will provide valuable assistance during an election period.

The digitization of the mapping products in the OCEO is a major move forward, and the benefits to candidates, political parties, enumerators and Returning Officers will be extensive.

More resources will be required to further automate and digitize electoral geography products as the work of the Boundaries Commission begins and the OCEO is called upon for technical support. More resources will also be required if or when a permanent list of electors is established through additional changes to *The Elections Act, 1996* or new regulations.

8. **Implement Changes from Bill 119**

   Completed

9. **Prepare a Plan to Implement a Permanent Electronic Register of Electors**

   Objectives:

   This initiative is dependant on the results of the impact analysis study and regulations that will be developed after Bill 119 is enacted.

   The focus of this initiative will be on ensuring that the Chief Electoral Officer is positioned to meet the objectives outlined when Bill 119 was introduced. At the second reading of Bill 119, there was an announcement that "One of the most significant recommendations of the committee was the development of a permanent electronic Voters' List. Under the Bill, regulations will allow the Chief Electoral Officer to establish a process to ensure that Saskatchewan has a current and accurate Voters' List."

   Without pre-supposing the content of the set of regulations developed or the results of the impact analysis and recommendations, this initiative will be a major undertaking for the Office of the Chief Electoral Officer. Currently there are no processes, procedures, guidelines or technological tools in place to meet this requirement.

In addition, this initiative is directly linked to the automation of the electoral geography products initiative. The key to a successful electronic register of voters is knowing where the eligible electors live, i.e. a physical address, so that they can be directed to vote in the proper constituency and the correct polling division within that constituency. Since people move and addresses do not, it is critical to have an automated geography system with all addresses pinpointed within the electoral boundaries. This becomes more complex in rural settings where physical addresses are more difficult to determine and automate.

Another critical success or risk factor that must be considered is timing. With less than two years to the next anticipated provincial general election, it may be prudent to focus on implementing a phased approach to developing a permanent electronic Voters' List for Saskatchewan.

Other Canadian electoral jurisdictions have followed an approach of developing the tools, processes and procedures to collect the voter information from a final enumeration (either prior to or during an electoral event) as a basis for the implementation of a permanent register of voters. In these situations the development of complex technology tools (integrated with electoral geography computer systems) and the implementation of reliable data sources to maintain the registers were conducted outside the pressures of getting ready for and conducting an electoral event.

All of the above must be seriously considered by the Office of the Chief Electoral Officer in the conduct of this important initiative.

Accomplishments:

- There has been some progress with the establishment of the ESPREE Software Program for an electronic Voters' List (see medium-term initiatives # 3 earlier in this document).
- There have not been any Regulations forwarded by the Government to the Office of the Chief Electoral Officer since the introduction of Bill 119. As a result certain aspects of a move towards a Permanent List of Electors are at a standstill and will have to be carried out at some future date. An electronic Voters' List is now possible with the advent of the ESPREE software, however, because there are no Regulations it will not be a Permanent List of Electors. Regulations need to be established as to how the process of updating the List of Electors (from various data-sources) will be carried out between the enumeration, and the subsequent call of the next Provincial General Election.
- As mentioned in the objective section, to move towards a permanent register of electors other jurisdictions have had a "final full enumeration" prior to the implementation of a permanent list of electors. Given that the Province of Saskatchewan now has a set date election, an enumeration outside of the writ period could be set for September 2011, ensuring that the information is not "stale" (over six months old) and to ensure the best possible base for a permanent list of electors goes forward.

Update: Recommendations regarding the Implementation of a Permanent List of Electors are included in pages 22 - 30 and pages 74 – 78 of the *Report of the Chief Electoral Officer - Volume III - Recommendations for Changes to The Election Act, 1996 Twenty-Sixth Provincial General Election November 7, 2007* which was tabled in the Legislative Assembly on April 30, 2009. At the time of writing this report, the OCEO still awaits the consideration of the Report by the Legislative Assembly. One of the most important pending recommendations is the idea of moving the enumeration period from ten days within the writ period to a longer, perhaps three week,

enumeration period in September 2011 followed by 10 days of date entry. This change would produce a Voters' List ready for the day the writ is issued in early October 2011. It would also increase the quality and quantity of the enumeration and go a long way in meeting the goal of the best full final enumeration of the Province. This final full enumeration would serve as the basis for a robust ongoing Permanent Register of Electors.

10. Develop Strategies to Measure Stakeholder Satisfaction

Objectives:

Strategies should be developed to measure stakeholder satisfaction before, during and after the next election. These strategies will be related to a large degree by the outreach campaigns conducted by Elections Saskatchewan. All stakeholders should be consulted in some meaningful manner. This provides measurements and benchmarks to assess the results of the new strategies and activities implemented, that can be used to make corrections to current practices, introduce new practices and continue the change management culture of the Office of the Chief Electoral Officer.

Accomplishments:

- No accomplishments to date: a budget item of $33,000 (2007-2008) and $30,000 (2008-2009) for strategies to measure stakeholder satisfaction did not receive approval by the Board of Internal Economy from the Office's 2007-2008 budget nor its 2008-2009 budget. This included the cost of a public opinion survey of MLA's, the public and Registered Political Parties. As a result the objectives for this initiative will be deferred further into the long-term initiatives.

Update: This initiative will be reviewed leading up to the 2011 Provincial General Election.

C. Long-Term Initiatives (by April 1, 2011)

1. Become a Leader for Electoral Reform in Saskatchewan

Objectives:

The baseline for a renewed electoral system for the Province of Saskatchewan will be established through the completion of the strategic initiatives outlined in the short and medium terms of this strategy.

In the longer term, the Office of the Chief Electoral Officer will become a leader for electoral reform in the province. Through the inventive introduction of electoral administration "best practices" and the innovative use of technology, in particular the permanent electronic Voters' List, Elections Saskatchewan will establish credentials as a leader in the "elections business". This credibility will enable the Chief Electoral Officer to take the next step of building collaborative relationships with other government agencies and electoral jurisdictions across the province and the country.
This, in turn, will create opportunities for the negotiation of sharing agreements across the province with municipalities and school boards and potentially other partners in electoral jurisdictions in the rest of Canada.

These groundbreaking partnerships and joint ventures will provide an opportunity to improve the effectiveness and efficiency of conducting electoral processes in Saskatchewan. There is a strong potential to contain the overall costs of conducting elections (there is only one taxpayer!); make the electoral process more transparent to the electorate and other stakeholders; improve the awareness

of the electorate of their democratic rights; and, possibly assist in reversing the trend of lower voter turnout.

Accomplishments:

- One of the values of the OCEO is to be innovative, creative and flexible. In other words the OCEO is constantly looking for ways to improve our service to stakeholders.
- *The Report of the Chief Electoral Officer - Volume III - Recommendations for Changes to The Election Act, 1996 - Twenty-Sixth Provincial General Election November 7, 2007 (Volume III)* which was tabled in the Legislative Assembly on April 30, 2009 is in part the result of a comprehensive post election review (see long-term initiatives – objective #3 for more details).
- The publishing of Volume III is the first step forward on this initiative.

Update: At the time of writing, the OCEO awaits the consideration of the Report by the Legislative Assembly. The OCEO has completed the process of reviewing the results of the comprehensive post-election review for possible improvements to Office Policies and Procedures. The OCEO is in the process of implementing many of the suggestions.

2. Continue to Implement Change Management Concepts

Objectives:

The change management concepts initiated in the short and medium terms will be expanded as the culture becomes more deeply embedded in the organization.

The mission, values and vision developed in this strategic plan will be revisited and updated to accommodate the evolving environment of electoral management as required.

The professional development of staff will be more fully addressed and become a key focus in the longer-term.

Accomplishments:

See long-term initiatives – objective #3.

3. Conduct a Comprehensive Post Election Review

Objectives:

A comprehensive post election review must be conducted. All of the stakeholder measurements and benchmarks conducted before during and after the election need to be reviewed and evaluated. It is critical to know and understand what worked, what did not work and why. Further stakeholder consultations will be required as well.

This analysis will be a key ingredient in the preparation of the post election report to the Legislature and will ensure that legislative policy, procedures, guidelines, operational processes, and other issues are identified and dealt with. This activity is critical to improving the electoral process and the establishment of new goals and objectives for the organization. It is equally important that all stakeholders are aware that this will take place, that they are included in the process and that they are privy to the results of this review.

Accomplishments:

- Since January 2008, the Office of the Chief Electoral Officer has been holding a series of debriefings with important stakeholders. Returning Officers and Elections Clerks were invited to attend the first ever one day debriefing held in either Saskatoon or Regina. Many excellent suggestions for possible changes to office policies and procedures and legislation were discussed. This in-person debriefing was in addition to a written debriefing requested of Returning Officers, also for the first time.
- Debriefings were held with Field Liaison Officers, Automation Coordinators, the staff of the Office of the Chief Electoral Officer, major suppliers such as: Canada Post, our advertising agency, printer, Sasktel, the Contact Centre, health region staff, groups and individuals representing voters with disabilities, and representatives of the Registered Political Parties. All of the debriefings have been very useful in receiving feedback and will greatly assist in helping the Office of the Chief Electoral Officer to produce Volume III of the Chief Electoral Officer's report on the Twenty-Sixth Provincial General Election which will focus on recommendations for changes to *The Election Act, 1996*.
- *The Report of the Chief Electoral Officer - Volume III - Recommendations for Changes to The Election Act, 1996 - Twenty-Sixth Provincial General Election November 7, 2007 (Volume III)* was tabled in the Legislative Assembly on April 30, 2009, in part the result of the comprehensive post election review. **The changes to policies, procedures, guidelines, operational processes and other issues identified from the debriefings scheduled to be done in the 2008-2009 fiscal year were not implemented due to lack of staff in the OCEO.**

Update: The OCEO has completed the process of reviewing the results of the comprehensive post-election review for possible improvements to office policies and procedures. Many of the suggestions are now in the process of being implemented. The recruitment for Returning Officers will begin in the late summer of 2010, with a completion date of November 2010.

4. Implement a Permanent Electronic Register of Electors

Objectives:

This initiative is dependent on the results of the impact analysis study and the subsequent approval of the Legislature. The basis for this activity will be the implementation plan developed as a strategic initiative in the medium-term.

This project is directly linked to the automation of electoral geography products initiative that was identified in the short and medium term activities. The key to a successful Register of Electors is knowing where the eligible electors live (i.e. a physical address), so that they can be directed to vote in the proper constituency and the correct polling division within that constituency. Since people move and their addresses do not, it is critical to have an automated geography system with all addresses pinpointed within the electoral boundaries. This situation becomes more complex in rural settings where physical addresses are more difficult to determine and automate.

Accomplishments:

No accomplishments to date: pending regulations and additional resources are required to move towards a Permanent Electronic Register of Electors and automated electoral geography. It is also advisable to invest in electoral geography software soon in order to:

- Improve the quality of electoral maps when the polling division boundaries inside all 58 constituencies are reviewed due to population shifts across the province. The external constituency boundaries will be reviewed by the boundaries commission in 2012. Electoral geography software will be required for that purpose.
- Improve the quality of service provided by the OCEO to the 2012 Electoral Boundaries Commission.

No Regulations were received by the OCEO in this fiscal year regarding provisions needed to move towards a Permanent Register of Electors. As a result, the OCEO drafted recommendations regarding the Implementation of a Permanent List of Electors. The recommendations are included in pages 22-30 and pages 74-78 of the *Report of the Chief Electoral Officer - Volume III - Recommendations for Changes to The Election Act, 1996 - Twenty-Sixth Provincial General Election November 7, 2007*, which was tabled in the Legislative Assembly on April 30, 2009.

Update: At time of writing this report, the OCEO awaits the consideration of the Report by the Legislative Assembly.

5. Develop and Implement a New Cadre of Outreach Initiatives

Objectives:

The results of the outreach initiatives developed in the short and medium terms should be reviewed as a first step in the development of a new outreach strategy.

The new outreach strategy should have a minimum four-year window leading to the next anticipated general provincial election. It should also recognize and take the advantage of opportunities to test the event-related initiatives identified in by-elections that may occur over this time period.

The strategy should examine the opportunities to work collaboratively with the Ministry of Education and other agencies or organizations to develop and implement education programs to raise the awareness of all sectors of the electorate in regards to the electoral process and their democratic rights and privileges. Again, there will be a strong emphasis on targeting the youth (eighteen to twenty-four year olds) and First Nations sectors of the population. Other target sectors should be identified and addressed as well.

The innovative use of the Internet as an information conduit should be studied to take advantage of the high penetration of usage by all sectors of the populace and in particular as the education system makes more extensive use as an educational support tool.

Accomplishments:

Some significant improvements were made in communications with youth and First Nations/Métis voters for the Twenty-Sixth Provincial General Election, however, more efforts need to occur. The Board of Internal Economy (BOIE) denied $5,000 to continue outreach with Aboriginal and youth voters for the fiscal year 2008-2009.

The lack of staff in the OCEO put this initiative on hold for the 2008-2009 Fiscal Year. However, in late May, the funds were approved for the hiring of a Communications Consultant. A Communications Consultant was hired on a six-month contract basis starting in early July.

Update: The Communications Consultant had a three-month contract extension followed by a one-year extension to March 31, 2011. Some new advertising initiatives were carried out for the September 2009 By-Elections in Regina Douglas Park and Saskatoon Riversdale.

Portable, full colour, double-sided billboards (approximately 4' x 8' size) were used throughout the constituencies of Regina Douglas Park and Saskatoon Riversdale. These highly visible billboards were placed in high volume traffic locations maximizing the advertising impact. The message on the billboards delivered information for the date and time of the by-elections. Fourteen locations were chosen for the constituency of Regina Douglas Park and seven for the constituency of Saskatoon Riversdale. In addition to the billboards, two street level illuminated signs were used in the constituency of Saskatoon Riversdale. These 48" x 68" signs were strategically placed near busy traffic intersections.

Full colour, double-sided, tri-fold brochures were tailored for each by-election constituency. These brochures provided specific information with easy to read instructions including a map of the constituency. The brochures were distributed by enumerators during the enumeration period. Digital versions of these brochures were also available online on the Elections Saskatchewan website. The additional signage and brochures were particularly useful for these by-elections, and helped alleviate confusion regarding in which part of the city the by-election was being held.

Training was provided during the by-elections for each Administrative Assistant in the Returning Office. Due to the success of this pilot project, it will likely be expanded to provide one day of training for all Administrative Assistants.

In an effort to increase efficiency and modernize the electoral process, Elections Saskatchewan successfully developed and implemented the use of digital forms, reports, and manuals.

- **A Returning Officer's Manual was created in digital format and provided the use of searchable text.**
- **A digital version of the Returning Officer's Record Book and Returning Officer's Election Report were used to record, store and transmit information that was formerly done by handwriting on paper.**
- **An electronic form to record voters who voted at the Advanced Poll allowed the data to be quickly sorted and organized.**

These improved electronic forms and manuals will be used for the 2011 General Election. Other forms are likely to be converted to electronic format.

New signage was created for polling places on Election Day. Full colour, highly visible posters were used to deliver the message "No Communication Devices Allowed" in polling locations. During the Advance Poll, a poster was designed to inform voters that "All Advance Poll Voters MUST sign a declaration as per *The Election Act, 1996*, subsection 133".

Bright yellow signs with black print were used in various locations.

- A Returning Office sign was placed in the Returning Office window to identify its location and hours of operation.
- Polling place signs with directional arrows were used to label and inform the public of each poll location and number.
- Accessibility symbol signs identified designated accessible locations.
- Arrangements were made with the City of Regina to identify temporary accessible parking places in front of the Returning Office and at two schools, which previously did not have accessible parking places.

The use of these various signs was well received by Returning Officers, poll officials and the public.

The development and use of "placemats" as used by Elections Canada, Elections Ontario, and Elections New Brunswick was successfully piloted and well received by poll officials. These 11" x 17" full colour double sided "placemats" depicted step by step instructions for the closing of a poll after 8:00 p.m. Visual instructions, including a checklist, aided poll officials in following all procedures in a correct and timely fashion. In addition, "placemats" were developed for Absentee voting procedures and the count.

At the time of writing the process of developing and implementing a new cadre of outreach initiatives for the 2011 General Election is taking place.

Beginning in the spring of 2011, Elections Saskatchewan will be attending community events throughout the province. The purpose for this outreach is to provide awareness and information regarding the upcoming election date and to recruit enumerators and poll officials. During the 2009 Regina Douglas Park By-Election, Elections Saskatchewan attended the University of Regina's Careers Day Fair. The positive reception and success of this event proved valuable as an effective means to deliver information and interact with the public. Expanding this method of outreach to communities across the province will assist greatly in raising awareness of the set election date and encourage involvement in the electoral process.

Community events will be attended using Community Relations Officers in conjunction with OCEO staff and/or Returning Officers. The role of the Community Relations Officer will be to help make voting more accessible for youth and First Nations communities who, during provincial elections, generally participate at a lower rate than the general population. The task is to help remove barriers to enumeration and voting, and to increase awareness of the provincial electoral process.

6. Implement the Information Technology Strategy

Objectives:

One of the medium-term strategic initiatives identified was the development of an Information Technology Strategy. The recommendations from that study should be reviewed, updated and implemented to meet Elections Saskatchewan's operational requirements.

This implementation will need to include requirements identified from the studies on automating electoral geography and implementing a permanent electronic Voters' List.

Accomplishments:

- Also see medium-term initiative #3 for the implementation of an electronic Voters' List.

Update:

- **The digitizing of the maps is a major accomplishment.**
- **Work is also being done on the long-awaited Candidate Return Electronic Filing (also see medium-term initiative #4).**

At time of writing, the OCEO is still awaiting movement towards a Permanent List of Electors including Legislative amendments or Regulations.

The changes to the Enumeration Module of ESPREE based on the recommendations of Returning Officers and Automation Coordinators were completed and were used for the By-Elections in Regina Douglas Park and Saskatoon Riversdale. Also at the time of writing, the Election Results module and Returning Officer Calendar Module are nearing completion.

At the time of writing, the OCEO is also reviewing other Technology such as computer assisted testing of Returning Officer applicants.

Also see long-term initiative #4 regarding the implementation of a Permanent Register of Electors.

VI. Annual Elections Saskatchewan Activities

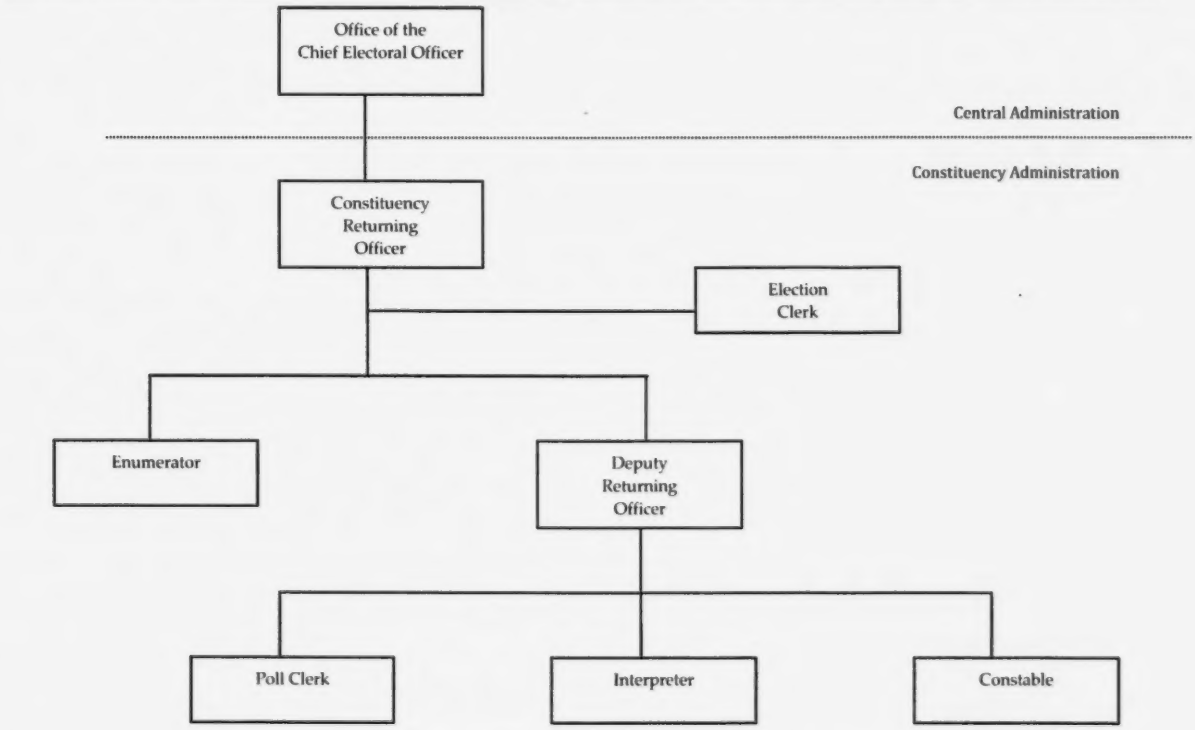
The mandate of the OCEO is defined by the unique and complex character of Saskatchewan's polity, including the inherent uncertainty of the provincial electoral cycle, the decentralized nature of electoral administration, and the multi-layered interaction among registered political parties, candidates and the electorate.

This section outlines specific Office activities undertaken to maintain a state of provincial election readiness.

A. Constituency Returning Officers

Central electoral administration is the responsibility of the OCEO, with regional operational conduct of electoral events being the responsibility of constituency Returning Officers. As representatives of the OCEO, constituency Returning Officers are entrusted with advancing the neutrality of the Province's decentralized electoral process by administering and reporting on electoral proceedings (general or by-elections, referenda and plebiscites). The decentralized nature of Elections Saskatchewan's electoral administration is depicted in the schematic below.

Decentralized Electoral Administration – Elections Saskatchewan.



An important part of maintaining election readiness is having constituency Returning Officer appointments for the Province's fifty-eight constituencies.

Constituency Returning Officer Vacancies

Twenty Returning Officers positions have become vacant since the November 7, 2007 Provincial General Election.

The vacancies in the constituencies of Regina Douglas Park, Regina Northeast and Saskatoon Riversdale were filled by direct appointment by the Acting Chief Electoral Officer in June 2009.

CONSTITUENCY RETURNING OFFICERS
(AS OF MARCH 31, 2010)

ORDER IN COUNCIL DATE/NUMBER	DATE GAZETTED VOLUME/NUMBER	APPOINTMENTS/CANCELLATIONS
February 12, 2003 (O.C. 56/2003)	August, 2009 (Vol. 105 No. 35)	*Cancellation*: Regina Douglas Park – Shirley M. Sebastion; Regina Northeast – Laura Bellamy; Saskatoon Riversdale – Kay Burkhart *Appointment*: Regina Douglas Park – Noella Selinger; Regina Northeast – Deborah Ann Stevens; Saskatoon Riversdale – Roxanne Scott.

At the time of writing, there are seventeen Returning Office Vacancies. The constituencies of: Carrot River Valley, Cutknife-Turtleford, Estevan, Humboldt, Meadow Lake, Melfort, Moosomin, Moose Jaw Wakamow, Prince Albert Carlton, Prince Albert Northcote, Regina Rosemont, Saskatoon Centre, Saskatoon Eastview, Saskatoon Greystone, Saskatoon Massey Place, Saskatoon Southeast and Weyburn-Big Muddy remain vacant. The recruitment for these vacancies, and for any others, which may become vacant in the next few months, will begin in September 2010.

B. Registered Political Parties

1. Registration

Under Section 224 of *The Election Act, 1996*, a political party may apply for registration any time between the days fixed for the return to a writ of a general election and the fifth day after the issuance of a writ of election. A registration application must be in prescribed form and be accompanied by a complete and accurate petition for registration. Each petition must be executed by no fewer than 2,500 eligible provincial voters, 1,000 of whom must reside in at least ten provincial constituencies, with a minimum of 100 voters in each of those respective constituencies. Concurrent with its application and petition, a political party must file a written statement declaring that its primary purpose is to field candidates for election as Members of the Legislative Assembly. An audited financial statement must also be filed along with prescribed information in respect of the party's leader, senior officers, chief official agent and auditor.

Once the OCEO has reviewed all requisite registration documentation and vetted the application, the Chief Electoral Officer will register the political party and, in accordance with Section 233 of *The Election Act, 1996*, publish its name in *The Saskatchewan Gazette*. A political party, once registered, is entitled to incur expenses, solicit and receive contributions, participate in the Province's political contributions tax credit system, and field candidates for election to the Legislative Assembly. Registered Political Parties in an election/by-election year are also entitled, where eligible, to reimbursement of a portion of lawfully incurred election expenses.

On March 31, 2010, seven political parties were registered in the Province. Their names, abbreviations, leaders and chief official agents, as recorded on the Register of Political Parties, are set out in the following table:

Registered Political Parties
(As at March 31, 2010)

Political Party Name	Party Abbreviation	Party Leader	Chief Official Agent
Green Party of Saskatchewan	Green Party	Larissa Shasko	Penny Swartz
New Democratic Party, Sask. Section	New Democratic Party (N.D.P.)	Dwain Lingenfelter	Catherine Duncan (acting)
Progressive Conservative Party of Saskatchewan	P.C. Party of Sask.	Rick Swenson	Luke Schmidt
Saskatchewan Liberal Association	Saskatchewan Liberal Party	Ryan Bater	Robert Ermel
Saskatchewan Marijuana Party	Saskatchewan Marijuana Party (SKMP)	Jason Hiltz	Tanya Derbowka
Saskatchewan Party	Saskatchewan Party	Brad Wall	Saskatchewan Party Fund Inc. (Wes Becker)
Western Independence Party of Saskatchewan (W.I.P.)	Western Independence Party (W.I.P.)	John Nesdoly	Vacant

In accordance with Section 232 of *The Election Act, 1996*, the *Register of Political Parties* is available for public inspection at Elections Saskatchewan.

2. Potential Candidates

In accordance with Section 230 of *The Election Act, 1996*, any individual selected to be a candidate by a registered political party's constituency association, or a person a party intends to endorse, must give written notice to that effect to the OCEO. Such notification must be filed in conjunction with the candidate's written appointment and consent of a business manager in accordance with Section 236, and written appointment and consent of an auditor in accordance with Section 238 of *The Election Act, 1996*. The OCEO maintains a Register of Potential Candidates and information filed under Section 236 and 238 of *The Election Act, 1996* for public review.

As of March 31, 2010, there were no individuals registered on the Register of Potential Candidates. At time of writing, there are now 40 individuals on the Register of Potential Candidates. The Register of Potential Candidates will soon be posted on the Elections Saskatchewan website.

3. Annual Financing Reporting

In accordance with Section 250 of *The Election Act, 1996*, the chief official agent of a registered political party shall annually file, prior to May 1st an audited fiscal period return in prescribed form detailing that party's financial activities. This annual financing reporting is undertaken on a *Registered Political Party's Fiscal Period Return* (Form E-521). Form E-521 reporting excludes expenses incurred during an election campaign period - such expenses are reported pursuant to Section 251 of *The Election Act, 1996*.

Form E-521 requires that individual donations of money and commercial value exceeding $250 received in a year from an individual, corporation, trade union, unincorporated organization or association or any other person or group of persons be reported. To deter contributions from third party agents, registered political parties must enclose with their Form E-521, copies, certified by the party's chief official agent, of every statement or document a party received pursuant to subsections 240(6) and (7) of *The Election Act, 1996*. An auditor's report filed in accordance with Section 237 of *The Election Act, 1996* must also accompany a registered political party's Form E-521.

Depicted in the following tables is a summary of registered political party contributions received, and expenses incurred, for the fiscal year 2009.

Fiscal Year 2009

	Contributions		Expenses			
Registered Political Party	**Total Contributions**	**Cash on Hand**	**Operating Expenses**	**Advertising**	**Other**	**Total**
Green Party of Saskatchewan	*$ 7,214.21*	*$ 995.50*	*$ 6,324.01*	*$ 514.50*	*$ 1,420.00*	*$ 8,258.51*
New Democratic Party, Sask. Section	*1,171,100.61*	*801,278.77*	*972,513.42*	-	*187,741.68*	*1,160,255.10*
Progressive Conservative Party of Saskatchewan	*7,885.00*	*2,799.77*	*11,402.34*	-	-	*11,402.34*
Saskatchewan Liberal Association	*105,156.51*	*6,592.00*	*151,740.00*	-	*8,483.00*	*160,223.00*
Saskatchewan Marijuana Party	*5,902.26*	*260.66*	*6,346.88*	*4,718.00*	-	*11,064.88*
Saskatchewan Party	*1,697,903.00*	*1,098,348.00*	*1,423,681.00*	*113,125.00*	*416,210.00*	*1,953,016.00*
Western Independence Party of Saskatchewan (W.I.P.)	-	*472.78*	*321.27*	-	-	*321.27*

Note: The information provided for 2010 is from fiscal returns as filed. Office review is ongoing and any required changes will be reported in the subsequent Annual Report.

Fiscal Year 2008

	Contributions		Expenses			
Registered Political Party	**Total Contributions**	**Cash on Hand**	**Operating Expenses**	**Advertising**	**Other**	**Total**
Green Party of Saskatchewan	*$ 6,477.52*	*$ 2,223.90*	*$ 8,471.21*	-	*$ 950.00*	*$ 9,421.21*
New Democratic Party, Sask. Section	*941,494.55*	*628,985.67*	*1,165,889.48*	-	*154,003.60*	*1,319,893.08*
Progressive Conservative Party of Saskatchewan	*9,008.50*	*5,006.11*	*11,536.20*	-	-	*11,536.20*
Saskatchewan Liberal Association	*156,381.45*	*51,242.00*	*132,513.00*	-	*7,900.00*	*140,413.00*
Saskatchewan Marijuana Party	*3,895.71*	*300.94*	*4,266.49*	*2,750.00*	-	*7,016.49*
Saskatchewan Party	*1,476,933.00*	*1,169,735.00*	*1,249,335.00*	*76,093.00*	*226,370.00*	*1,551,798.00*
Western Independence Party of Saskatchewan (W.I.P.)	*135.00*	*405.30*	*1,776.19*	-	-	*1,776.19*

Pursuant to Section 232 of *The Election Act, 1996*, Registered Political Party Form E-521 returns are available for public inspection at Elections Saskatchewan. Returns may be viewed on the Elections Saskatchewan website.

C. Saskatchewan Political Contributions Tax Credit System

1. Introduction

The political contributions tax credit system provides provincial resident taxpayers, inclusive of individuals and corporations, the opportunity to claim tax credits based on eligible contributions made to a registered political party or independent candidate for which a valid tax receipt is obtained. *The Political Contributions Tax Credit Act* governs the Province's political contributions tax credit system and provides the basis for calculating political contribution tax credits for use by provincial resident taxpayers under *The Income Tax Act, 2000* (Saskatchewan) (the "Provincial Tax Act").

Tax receipts issued by registered political parties or independent candidates must conform to policies underlying the *The Political Contributions Tax Credit Act* to qualify under the *Provincial Tax Act*. The Chief Electoral Officer has interpreted these policies to include the election of Members to the Legislative Assembly and necessarily related activities. Specifically, registered political parties and independent candidates may receipt contributions from provincial resident taxpayers, in accordance with *The Political Contributions Tax Credit Act*, when those contributions are used to advance the democratic process in Saskatchewan.

2. Tax Receipts

Official income tax receipts are issued under Section 8 of the *The Political Contributions Tax Credit Act* by a chief official agent on behalf of a registered political party or by a business manager in the case of an independent candidate. Only chief official agents whose names are recorded in the *Register of Political Parties* maintained by the Chief Electoral Officer can issue tax receipts. The business manager of an independent candidate is eligible to issue tax receipts if the constituency Returning Officer in accordance with Subsection 48(2) of *The Election Act, 1996* certifies the candidate's nomination.

- Tax receipts may be issued for eligible contributions of $25.00 or more received by a registered political party or independent candidate.

Effective with the 2004 taxation year, the tax credit available to provincial resident taxpayers is calculated in accordance with the following formula:

- where the total eligible contribution is $400 or less, the amount of the tax credit that a taxpayer is entitled to claim for a taxation year is 75 percent of the total contribution, or
- where the total eligible contribution is greater than $400 but not greater than $750, the tax credit is $300 plus 50 percent of the amount by which the total contribution exceeds $400; and
- where the total eligible contribution is greater than $750, the tax credit a taxpayer is entitled to claim is lesser of:
  - $475 plus 33 ⅓ percent of the amount by which the total contribution exceeds $750; or
  - $650.

3. Annual/Campaign Period Reporting

In accordance with Section 13 of the *The Political Contributions Tax Credit Act*, a Chief Official Agent of a participating Registered Political Party must file a reconciliation of tax receipts used for the preceding calendar year. This reconciliation is filed with the Chief Electoral Officer in prescribed form on or by the last day of April. This annual reporting is undertaken on an *Annual Report of Contributions (Registered Political Party)* (Form P-602) and details the aggregate amount of contributions receipted, the number of tax receipts issued, spoiled or duplicated, and the number of tax receipts retained (i.e., unused).

Where an independent candidate participates in the Province's political contributions tax credit system, that candidate's business manager must file, in prescribed form, a reconciliation of tax receipts provided for use during the campaign period, together with the aggregate amount of contributions receipted, in accordance with Section 12 of the *The Political Contributions Tax Credit Act*. Independent candidates campaign period reporting is submitted on a *Campaign Period Report of Contributions (Independent Candidate)* (Form P-606).

The aggregate value of political contribution tax credit receipts for 2002 was $2,010,183.89, for 2003 was $4,253,132.34, for 2004 was $1,811,834.88, for 2005 was $2,070,248.98, for 2006 was 2,383,382.00, for 2007 was $6,148,827.10, for 2008 was $2,158,018.64 and for 2009 was $2,487,000.16. $11,110 was receipted and reported for independent candidates for 2003. Registered political parties, which issued tax receipts, and the aggregate value of those receipts for 2001-2009 are set out in the following tables.

Political Contributions Receipted
(Calendar Year 2003-2009)
Aggregate Receipted Contributions

Registered Political Party	2003	2004	2005	2006	2007	2008	2009
Green Party of Saskatchewan	-	-	$ 8,231.61	$ 6,206.00	$ 22,202.82	$4,810.00	$6,600.21
New Democratic Party, Sask. Section	1,239,870.72	855,799.18	1,016,582.49	1,014,666.63	1,513,128.14	692,250.19	840,413.57
New Green Alliance	17,081.30	13,373.00	-	-	-	-	-
Progressive Conservative Party of Saskatchewan	-	-	-	4,540.00	11,850.00	7,870.00	7,055.00
Saskatchewan Liberal Association	261,013.39	122,556.38	166,084.88	242,512.71	565,462.37	134,499.49	93,517.49
Saskatchewan Marijuana Party	-	-	-	1,876.21	5,235.00	3,102.00	5,772.26
Saskatchewan Party	2,705,533.69	816,063.40	877,500.00	$1,106,037.45	4,025,889.26	1,315,381.96	1,533,641.63
Western Independence Party of Saskatchewan (W.I.P.)	18,523.24	4,042.92	1,850.00	7,543.00	5,059.51	105.00	-
Independent	11,110.00	-	-	-	-	-	-
Total	**$4,253,132.34**	**$1,811,834.88**	**$ 2,070,248.98**	**$2,383,382.00**	**$ 6,148,827.10**	**$ 2,158,018.64**	**$ 2,487,000.16**

Saskatchewan Tax Credits Issued
For Political Contributions (2001-2009)

Tax Year	Total
2001	$1,663,123.32
2002	$2,010,183.89
2003	$4,253,132.34
2004	$1,811,834.88
2005	$2,070,248.98
2006	$2,383,382.00
2007	$6,148,827.10
2008	$2,158,018.64
2009	$2,487,000.16
Total Tax Credits Issued	**$24,985,751.31**

Pursuant to subsection 16(2) of *The Political Contributions Tax Credit Act* and Section 232 of *The Election Act, 1996*, annual registered political party and independent candidate campaign filings, on Form P-602 and P-606, respectively, are available for public inspection at Elections Saskatchewan.

D. Annual Reporting, Statutory Compliance and Public Disclosure

1. Annual Reporting

In past years the OCEO prepared a report entitled the *Detail of Expenditures* which refers to non-election, election and by-election expenditures, as the case may be, for each fiscal year. The OCEO then referred the *Detail of Expenditures* to the Minister of Finance who was responsible for arranging the tabling of the document and the distribution of the Report to the Clerk of the Legislative Assembly, the Leader of the Opposition, the Clerk of the Executive Council, and Members of the Legislative Assembly.

The past practice described above was based on a meeting, April 1, 1949, of the then Select Standing Committee on Public Accounts and Printing (the "Select Standing Committee") reported to the Legislative Assembly that they unanimously agreed:

... election expenses be shown (in Public Accounts) not only in total for each electoral division but that there be made available to each Member a detailed listing of the expenditures for his particular electoral division; these listings to be ... available to opposition and government alike.

Due to the timing of the Martensville By-Election, constituency expenditures could not be finalized until the end of September 2007. Before the 2006-2007 *Detail of Expenditures* could be prepared, the Twenty-Sixth Provincial General Election was called. Due to the timing of the Twenty-Sixth Provincial General Election and the Cumberland By-Election constituency expenditures could not be finalized until the end of March, 2009.

The *Detail of Expenditures* for the Fiscal year 2007-2008 and 2008-2009 were tabled in the Legislative Assembly on November 5, 2009 and was distributed to the Clerk of the Legislative Assembly, the Leader of the Opposition, the Clerk of the Executive Council, and Members of the Legislative Assembly. It was at this time that the OCEO was made aware that the past practice of the Minister of Finance tabling the *Detail of Expenditures* was no longer in force in legislation.

While there is no legislative requirement to do so, and there is no compelling reason not to do so, the OCEO believes that there is a moral obligation for the Office to continue the past practice. The OCEO will therefore continue to produce a *Detail of Expenditures* for each fiscal year and to request that the document be tabled in the Legislative Assembly.

The *Detail of Expenditures* reports for fiscal year 2009-2010 will be tabled prior to the end of August 2010.

Statutory reporting is the means by which the Legislative Assembly has directed the OCEO to report on activities managed by the Chief Electoral Officer. Such reporting, in addition to outlining the conduct of each electoral event and financial practices related therefore to, provides an annual update of Office activities for consideration by the Legislative Assembly and members of the public. The OCEO, pursuant to Sections 7 and 286 of *The Election Act, 1996* and *The Tabling of Documents Act, 1991*, prepared and tabled the following reports in the Legislative Assembly from April 1, 2009 to March 31, 2010.

Elections Saskatchewan - Tabled Reports
(April 1, 2009 - March 31, 2010)

Report Tabled	Date Tabled
Report of the Chief Electoral Officer – Recommendations for Changes to The Election Act, 1996 - Twenty-Sixth Provincial General Election (Volume III)	April 30, 2009
Report of the Chief Electoral Officer – Campaign Contributions and Expenditures – Twenty-Sixth Provincial General Election (Volume II)	May 13, 2009
Annual Report of the Chief Electoral Officer of Saskatchewan (2008-2009)	July 29, 2009
Detail of Expenditures, The Election Act, 1996, Provincial Constituencies Fiscal Year 2007-2008	November 5 , 2009
Detail of Expenditures, The Election Act, 1996, Provincial Constituencies Fiscal Year 2008-2009	November 5, 2009
Statement of By-Election (Cumberland)	November 5, 2009

To comply with Sections 174, 221, 233 and 262 of *The Election Act, 1996*, the OCEO also published the following notices in *The Saskatchewan Gazette* from April 1, 2008 to March 31, 2009, as set out in the following table.

Elections Saskatchewan Published Notices - The Saskatchewan Gazette
(April 1, 2009 – March 31, 2010)

Date Gazetted	Volume/Number	Gazetted Item
June 12, 2009	Vol. 105 No. 24	Summary of financial contributions received and expenses incurred by candidates for the June 25, 2008 Cumberland By-Election.
October 23, 2009	Vol. 105 No. 43	Notice given of Dwain Lingenfelter's election as the member of the Legislative Assembly for the Constituency of Regina Douglas Park.
October 23, 2009	Vol. 105 No. 43	Notice given of Danielle Chartier's election as the member of the Legislative Assembly for the Constituency of Saskatoon Riversdale.
February 5, 2010	Vol.106 No. 5	Province of Saskatchewan Expense Limits for the twelve-month period ending December 31, 2010.

In support of the heightened transparency objective of *The Election Act, 1996*, the foregoing reports, documents and notices are available for public review at Elections Saskatchewan.

2. Statutory Compliance Assistance

The Election Act, 1996 places a duty on the OCEO to assist registered political parties, candidates, chief official agents and business managers to discharge administrative and financial reporting responsibilities, to compile requisite support documentation and to disclose annual and electoral financial details in accordance with *The Election Act, 1996* and *The Political Contributions Tax Credit Act*. To this end, the OCEO previously published the following guidance documentation, pursuant to section 5 and Part VII (Registration and Election Financing) of *The Election Act, 1996:* i) Registered Political Party's Guide to Provisions of *The Election Act, 1996* (Form E-508); ii) Chief Official Agent's Guide to Provisions of *The Election Act, 1996* (Form E-520); iii) Auditor's Guide to Provisions of *The Election Act, 1996* (Form E-528); iv) Candidate's Guide to Provisions of *The Election Act, 1996* (Form E-400); v) Business Manager's Guide to Provisions of *The Election Act, 1996* (Form E-402); and vi) Auditor's Guide to Provisions of *The Election Act, 1996* (Form E-404).

Forms E-400, E-402 and E-404 were updated in the 2005-2006 fiscal year with section references and revised to take into account the amendments proclaimed March 22, 2006. In the fall of 2006, Form E-508, E-520 and E-528 were updated with section references and revised to take into account the amendments proclaimed March 22, 2006. The above guides as well as the Form E-412 Candidate Returns and the Form E-524 Registered Political Party Return and all the associated attachments are also available on CD.

Further, to outline the statutory obligations under the system governing registered political parties' and independent candidates' acceptance of eligible contributions and the issuance of official tax receipts, the OCEO also previously prepared and disseminated the *Guide to Provisions of The Political Contributions Tax Credit Act, 2001 (Registered Political Party)* (Form E-600) and the *Guide to Provisions of the Political Contributions Tax Credit Act, 2001 (Independent Candidate)* (Form E-604).

3. Public Disclosure/Public Relations

In accordance with section 232 of *The Election Act, 1996*, the Chief Electoral Officer will supply any person who so requests copies of, or extracts from, registers or any report, return or document pertaining to a registered political party or candidate, which are statutorily filed with the OCEO. It should be noted that such reports, returns and documents may not be complete or may contain errors/omissions, as the Office's review and verification of such documentation may not have been completed at time of initial public inspection. Following Office review and verification, all finalized reports, returns and documents remain available for public inspection at Elections Saskatchewan.

The OCEO also maintains a public relations program to raise political stakeholder and public awareness of important aspects of the Office's mandate, to respond to public enquires, and to liaise with registered political parties, candidates and their chief official agents and business managers.

4. E. Total Expenditures - Elections Saskatchewan

The OCEO annually presents budgetary expenditure estimates by function - administration, constituency Returning Officer maintenance and annual electoral related activities - to the Board of Internal Economy. Actual financial results for fiscal year 2009-2010 are set out in summary form in the following table.

Total expenditures - Elections Saskatchewan
Fiscal Year 2009-2010

	Budget	Actual
Expenditures	$ 1,179,000.00	$ 1,192,840.00
Regina Douglas Park By-Election	248,000.00	247,221.00
Saskatoon Riversdale By-Election	248,000.00	239,190.00
Capital	50,000.00	23,230.00
Total	$ 1,725,000.00	$ 1,702,482.00

Audited financial statements will follow after the audit is complete.

VII. Regina Douglas Park and Saskatoon Riversdale By-Elections

Pursuant to section 40 of *The Legislative Assembly and Executive Council Act, 2007*, Mr. Lorne Calvert, New Democratic Party Sask. Section vacated his seat in the constituency of Saskatoon Riversdale effective on June 30, 2009.

A second vacancy was created pursuant to section 40 of *The Legislative Assembly and Executive Council Act, 2007*, when Mr. Harry Van Mulligen, New Democratic Party Sask. Section vacated his seat in the constituency of Regina Douglas Park effective on June 30, 2009.

On August 24, 2009, pursuant to an Order of the Lieutenant Governor in Council, a Writ of Election was issued by the Acting Chief Electoral Officer to Ms. Noel Selinger, Returning Officer for the constituency of Regina Douglas Park and Ms. Roxanne Scott, Returning Officer for the constituency of Saskatoon Riversdale. The Writ ordered that the by-elections be held on Monday, September 21, 2009.

Prior to the September 21, 2009 by-elections, standing in the Legislative Assembly included: 38 Saskatchewan Party, 18 New Democratic Party, and 2 vacant.

Key Dates

Monday, August 24	Writ issued
Monday, August 24 to Wednesday, September 2	Enumeration takes place
Saturday, September 5	Nominations close (2:00 p.m. CST)
Thursday, September 17	Revision Day: deadline to have names added, corrected or deleted from Voters' List (2:00 to 10:00 p.m. CST)
Tuesday, September 15	First day of advance voting (3:00 to 10:00 p.m. CST)
Wednesday, September 16	Second day of advance voting (3:00 to 10:00 p.m. CST)
Thursday, September 17	Third day of advance voting (3:00 to 10:00 p.m. CST)
Friday, September 18	Fourth day of advance voting (3:00 to 10:00 p.m. CST)
Saturday, September 19	Fifth day of advance voting (12:00 noon to 7:00 p.m. CST)
Monday, September 21	Election Day (9:00 a.m. to 8:00 p.m. CST)
Thursday, October 1	Deadline of receipt of absentee voter certificate envelopes (post marked not later than 8:00 p.m. on election day) (12 noon CST)
Saturday, October 3	Final Count
Wednesday, October 14	Return to the Writ
Tuesday, December 22, 2009	Audited candidate's return of election expenses due
Monday, March 22, 2010	Audited registered political party's return of election expenses due

Regina Douglas Park Candidate Nomination

At the time of the Regina Douglas Park By-Election, the OCEO recognized the existence of seven political parties in the Register of Political Parties, as maintained pursuant to section 231 of *The Election Act, 1996* (the "Act"). On September 5, 2009, nomination of candidates concluded. At close of nomination, three of the Province's Registered Political Parties nominated candidates, as follows:

Candidate	Registered Political Party[1]	Abbreviation
Victor Becker Lau	Green Party of Saskatchewan	Green Party
Dwain Lingenfelter	New Democratic Party, Sask. Section	New Democratic Party (N.D.P.)
Kathleen Peterson	Saskatchewan Party	Saskatchewan Party

The Registered Political Parties' chief official agents and the candidates' business managers for the by-election were as follows:

Registered Political Party	Chief Official Agent
Green Party of Saskatchewan	Penny Scwartz
New Democratic Party, Sask. Section	Debra McDonald*
Saskatchewan Party	Saskatchewan Party Fund Inc. (Wes Becker)

* replaced by Catherine Duncan on November 19, 2009

Candidate	Business Manager
Victor Becker Lau	David Orban
Dwain Lingenfelter	Larry Deters
Kathleen Peterson	Gregory Richard Watkins

Unofficial electoral results were announced on the evening of September 21, 2009, resulting in Mr. Dwain Lingenfelter, New Democratic Party, Sask. Section being declared Member-elect. The Green Party of Saskatchewan candidate forfeited his deposit, pursuant to section 47 of the Act, for not obtaining at least one half of the total number of valid votes cast for the candidate elected.

On October 3, 2009, the constituency Returning Officer tabulated the results of votes cast by way of absentee ballot. The ballots of eligible voters from the Regina Douglas Park constituency, who were patients in the Regina General Hospital and the Wascana Rehabilitation Centre, Stroke Unit were also counted at Final Count. These figures were then reflected in the constituency results concluding the Final Count. Upon completion of the Final Count, the constituency Returning Officer made a Return to the Writ of Election on October 14, 2009. The OCEO published notice of receipt of the Return to the Writ and the name of the candidate elected in *The Saskatchewan Gazette* (Volume 105, No. 43).

Eligible Voters	Victor Becker Lau	Dwain Lingenfelter	Kathleen Peterson	Total Counted	Rejected
9,967	471	3,115	2,613	6,199	35

Saskatoon Riversdale Candidate Nomination

At the time of the Saskatoon Riversdale By-Election, the OCEO recognized the existence of seven political parties in the Register of Political Parties, as maintained pursuant to section 231 of *The Election Act, 1996* (the "Act"). On June 9, 2008, nomination of candidates concluded. At close of nomination, three of the Province's Registered Political Parties nominated candidates, as follows:

Candidate	Registered Political Party	Abbreviation
Danielle Chartier	New Democratic Party, Sask. Section	New Democratic Party (N.D.P.)
Eileen F. Gelowitz	Saskatchewan Liberal Association	Saskatchewan Liberal Party
Corey O'Soup	Saskatchewan Party	Saskatchewan Party
Tobi-Dawne Smith	Green Party of Saskatchewan	Green Party

The Registered Political Parties' Chief Official Agents and the candidates' business managers for the by-election were as follows:

Registered Political Party	Chief Official Agent
Green Party of Saskatchewan	Penny Scwartz
New Democratic Party, Sask. Section	Debra McDonald*
Saskatchewan Liberal Association	Alan McIntyre**
Saskatchewan Party	Saskatchewan Party Fund Inc. (Wes Becker)

* replaced by Catherine Duncan on November 19, 2009
** replaced by Robert Ermel on March 22, 2010

Candidate	Business Manager
Danielle Chartier	Veronica Lacroix
Eileen F. Gelowitz	Michael J. Wood
Corey O'Soup	Terence Hanchar
Tobi-Dawne Smith	Amber Jones

On September 10, 2009 the Saskatoon Riversdale constituency Returning Officer, Ms. Roxanne Scott went on an extended sick leave. As per subsection 12 (9) of *The Election Act, 1996*, the Election Clerk, Angela Yaganiski became Acting Returning Officer for the remainder of the election.

Unofficial electoral results were announced on the evening of September 21, 2009, resulting in Ms. Danielle Chartier, New Democratic Party, Sask. Section being declared Member-elect. The Green Party of Saskatchewan candidate and the Saskatchewan Liberal Association candidate forfeited their respective deposits, pursuant to section 47 of the Act, for not obtaining at least one half of the total number of valid votes cast for the candidate elected.

On October 3, 2009, the constituency Returning Officer tabulated the results of votes cast by way of absentee ballot. These figures were then reflected in the constituency results concluding the Final Count. Upon completion of the Final Count, on October 14, 2009, the constituency Returning Officer made a Return to the Writ of Election. The OCEO published notice of receipt of the Return to the Writ and the name of the candidate elected in *The Saskatchewan Gazette* (Volume 105 No. 43).

Eligible Voters	Danielle Chartier	Eileen Gelowitz	Corey O'Soup	Tobi-Dawn Smith	Total Counted	Rejected
7,224	2,154	112	1,714	83	4063	10

The Reports for the September 21, 2009 By-Elections, were tabled on May 19, 2010.

VIII. Financial Administration of Provincial General Elections

The Chief Electoral Officer is charged with administering the Province's electoral statute, and with assessing and, where applicable, reimbursing eligible election expenses paid from the Province's Consolidated Revenue Fund. The OCEO has established a system of financial review and audit to certify public reimbursement of election expenses by reviewing financial practices, documents and disclosure of Registered Political Parties and candidates. The expenses and income of Registered Political Parties and candidates are reported, the returns are audited and Elections Saskatchewan Expenses are noted. There were no Provincial General Elections to report on in this fiscal year.

The OCEO administered two Provincial By-Elections which were the subject of a distinct report tabled in the Legislative Assembly on May 19, 2010.

IX. Liaison

To improve the electoral process in Saskatchewan, the Office of the Chief Electoral Officer (OCEO):

- maintains a liaison with various stakeholder groups in the province in order to receive feedback on election legislation, policies and procedures;
- educates stakeholder groups about the OCEO;
- reviews and assesses new electoral administration initiatives on an on-going basis; and
- maintains a liaison with all independent officers of the Legislative Assembly.

In the 2009-2010 fiscal year, OCEO representatives participated in federal, provincial, territorial electoral meetings, and conferences and workshops, along with meetings of the independent officers as summarized below in chronological order:

A. Saskatchewan Social Science Teachers' Institute

The Acting Chief Electoral Officer gave a presentation to the Saskatchewan Social Sciences Teachers' Institute on the role of the OCEO/Elections Saskatchewan on April 26, 2009. Some initial discussions took place regarding the possibility of a partnership with the Ministry of Education regarding a tie in with educational materials from Elections Saskatchewan and the school curriculum.

B. Registered Political Party Advisory Committee

The ad-hoc Registered Political Advisory Committee was formed in 2001 to afford registered political party representatives the opportunity to advise on the administration of the Act and Tax Credit Act, with particular emphasis on the future needs of Saskatchewan's electorate and political stakeholders.

On March 30, 2010 a meeting of the Registered Political Party Advisory Committee was held to debrief on the September 21, 2009 By-Elections. Topics included new initiatives such as:

Pilots for the by-elections. These included:

- The use of the next version of ESPREE (Elections Saskatchewan Permanent Register of Eligible Electors);
- Changes to oaths regarding permission to pass on names to other electoral agencies;
- Prepare materials including PowerPoint® to train business managers:
  - one session in Regina & one session in Saskatoon;
  - well attended and well received; and
  - plan to expand to general election;
- New community advertising initiatives:
  - use of mini billboards; brochures tailored to the constituency where by-elections were taking place;
- Training for Administrative Assistant in Returning Office:
  - successfully piloted; likely in future that each administrative assistant will get one day of training;
- Use of Electronic Forms, searchable Returning Officer's manual:
  - successfully piloted; will be used for General Election and in addition other forms may be converted to electronic format;

- Use of highly visible yellow signage:
  - at Returning Offices;
  - in advance and regular polling places on Election Day;
  - Accessibility Symbol for accessible entrances & parking places;
  - they were well received by Returning Officers, poll officials and the public;
  - design adopted from Elections Nova Scotia;
- The OCEO will review the colour-coding of forms and simplifying forms to assist in making the voting process and the associated paper-work operate more smoothly.
- Due to possible spread of the H1N1 flu virus, hand sanitizers were available at all of the polling stations;
- Better service to all voters was emphasized, especially voters with disabilities and the number of constables was increased to provide more service;
  - Elections Saskatchewan website now has all brochures available in large print;
- The close of poll procedures are always hard to remember from training, therefore a "placemat" as used by Elections Canada, Elections Ontario and Elections New Brunswick was piloted. This helped increase efficiency and was very well received by poll officials;
- Difficulties finding Enumerators and Poll Officials:
  - As a pilot, the Office had a booth at the University of Regina Careers Day to be used as a recruiting tool (because the U of R is located in Regina Douglas Park); (when the by-election took place 3 weeks earlier than originally announced) .... used the time to offer a chance to win one of 25 memory sticks/USB drives ... 500 persons put their names into the draw building a data base of 320 e-mail addresses for poll officials for the 2011 General Election;
- An issue arose regarding the use of signage in the windows of apartment blocks where a polling place was being held on Election Day;
- Difficulties with the Regina Qu'Appelle Health Region regarding poll officials going bed to bed on Election Day as outlined in *The Election Act, 1996* versus *The Health Information Protection Act (HIPA);*
- Election Night results were data-entered and roll-up totals were placed on the Elections Saskatchewan website;
- Based on visiting every poll in Saskatoon Riversdale and speaking to all poll officials and many candidates representatives, feedback from other staff who visited Regina Douglas Park polls plus feedback from both Returning Officers and Elections Clerks – the OCEO has been ascertained that more training is needed for the Supervisory Deputy Returning Officer and Deputy Returning Officer/ Poll Clerk. Training needs to be reviewed and streamlined;
- Both Returning Officers had difficulties finding Returning Offices. Guidelines should be produced to assist in this process; and
- Increase number of poll officials located at Advance Polls.

Other topics included: a review of *The Report of the Chief Electoral Officer - Volume III - Recommendations for Changes to The Election Act, 1996 - Twenty-Sixth Provincial General Election November 7, 2007*; staffing of the position of the Chief Electoral Officer and staffing in the Office of the Chief Electoral Officer; preparations for the November 7, 2011 General Election including the review of polling division boundaries and improvements to maps and the potential candidate registry.

C. Software Users Group Meeting

The Acting Chief Electoral Officer and the Manager of Information Technology and Register of Electors represented the OCEO at the Software Users Group Meeting in Edmonton on May 8, 2009. Representatives from Elections Alberta, Elections Northwest Territories and Elections Nunavut also attended along with representatives of the software firm that developed the original AROES and has customized the software for Elections NWT, Elections Nunavut and Elections Saskatchewan. Based on jurisdictional presentations, all attendees noted possible future improvements for their software.

D. Visitor's Program in British Columbia

The Acting Chief Electoral Officer and the Manager of Information Technology & Register of Electors represented the OCEO at the Visitor's Program for the British Columbia Provincial General Election and Referendum on Electoral Systems from May 11-13, 2009. Changes in the legislation, remuneration, advertising and new media, as well as the Referendum were outlined. Of particular interest to Saskatchewan were Referendum related materials and initiatives with "new media".

E. Conference of Canadian Election Officials

Federal, provincial and territorial Chief Electoral Officers and senior staff have met annually since 1975 at the Conference of Canadian Election Officials to discuss all facets of electoral administration. Elections Alberta hosted the 2009 Conference of Canadian Election Officials in Banff, Alberta from July 6-9, 2009. The Acting Chief Electoral Officer attended the Conference on behalf of the OCEO. Deliberations focused on the recruitment of election workers, simplifying voting, e-voting, independence and accountability of legislative officers including Chief Electoral Officers, civic and democratic engagement, strategic planning, developing and maintaining an address data base and collaboration opportunities amongst jurisdictions. The Honourable Preston Manning was a keynote speaker on the topic of civic and democratic engagement. The Acting Chief Electoral Officer was asked to give a presentation on the Independence of Chief Electoral Officers.

F. Dealing With Unreasonable Behavior

The Office of the Ombudsman sponsored a workshop regarding dealing with unreasonable behaviour. The Manager of Election Finances and the Acting Administrative Cooordinator attended this session on October 23, 2009 in Regina.

G. Electoral Geography Workshop

Elections Canada sponsored the first-ever electoral geography workshop in Ottawa on October 27-29, 2009. The Manager of Information Technology and Register of Electors represented the OCEO. The workshop brought together representatives from across Canada to discuss developments in electoral geography, with the focus on best practices and technology used to develop and maintain geography applications.

H. Communications Expo

The Government of Saskatchewan sponsored the first-ever "Communications Expo". The Acting Chief Electoral Officer, Communications Consultant and Acting Administrative Coordinator attended the sessions on October 29-30, 2009. The Expo featured keynote speakers Terry O'Reilly, Tod Maffin and Joe Williams. Terry O'Reilly's presentation gave a fascinating look at new advertising ideas from around the world, and what was new in traditional media and on the Internet. Futurist Todd Maffin spoke about the impact of technological change and innovation on

the business and economic environment. The final speaker, Joe Williams, gave a presentation on tools and tactics to neutralize resistance in the workplace and build employee engagement.

In addition to the keynote speakers, there were numerous professional workshop presentations and over 70 tradeshow display booths featuring communications suppliers.

I. Law and Parliament Conference

The Acting Chief Electoral Officer attended this conference in Toronto from November 12-14, 2009. Topics discussed included minority governments, the role of private member's bills, separation of powers, set election dates, prorogation, participation of the Prime Minister in question period, parliamentary committees, election finance, coalition governments and the Governor General.

J. Consultations with Elections Canada and Other Canadian Electoral Jurisdictions (Provincial & Territorial) – Advisory Committee of Electoral Partners

Elections Canada's National Register of Electors Advisory Committee was formed in 1999 to discuss the further development of maintenance of the national permanent voters' registry. The Committee was to provide an ongoing forum for: (i) sharing information to improve the maintenance and use of electronic electoral databases; and (ii) discussing Elections Canada's initiatives for sharing the national registry with provincial and territorial jurisdictions. In November 2008, it was decided to change the name of the committee to the "Advisory Committee of Electoral Partners".

On behalf of the OCEO, the Acting Chief Electoral Officer participated in a Committee meeting on November 19 and 20, 2009 in Ottawa. The topics for discussion included privacy and security of election materials, data quality confirmation study results and analysis, legislative recommendations, harmonization of methodologies for estimating electoral turnout, H1N1 contingency planning as well as an update of topics from the July 2009 conference. This included civic and democratic engagement, recruitment and training, the New Brunswick voting model, electoral systems reference model, technology committee and independence and accountability of legislative officers. The Acting Chief Electoral Officer was asked to give a presentation and follow-up about a cross-Canada survey of the independence of Chief Electoral Officers. Follow up on some of these topics will be discussed at the Canadian Election Officials Conference in July 2010.

K. Council on Government Ethics Laws (COGEL)

The Acting Chief Electoral Officer attended the COGEL Conference in Phoenix, Arizona from December 7-10, 2009. Sessions attended included electronic filing, international elections, models of election administration, current trends in election legislation and litigation, making the most of your agency website, mastering self-leadership, making voting more accessible, capturing the letter and spirit of the law through enforcement, the timing of enforcement and the public right to know, and increasing voter turnout: what role can electoral agencies play? The Acting Chief Electoral Officer gave a presentation on "Models of Election Administration, "Canadian Approach". The Acting Chief Electoral Officer served on the Awards Committee for 2009.

L. International Electoral Commissions Conference: Ensuring Democratic Legitimacy

The Acting Chief Electoral Officer attended this conference in London, England from December 15-16, 2009. Topics discussed included statutory frameworks, core responsibilities, philosophy and vision, registering the public, registering political parties, party funding and party spending, improving voter turnout, participation and facilitating voting, electoral systems: the perspective from Asia, the role and work of electoral commissions worldwide in combating corruption and fraud, monitoring elections, inclusion programs for minorities, outreach, engagement and representation and boundary commissions and redistricting.

M. Internet Voting Workshop

The Acting Chief Electoral Officer represented the OCEO at a workshop entitled "Internet Voting: What Can Canada Learn? It was held in Ottawa on January 26, 2010 and was organized by the Strategic Knowledge Cluster Canada-Europe Transatlantic Dialogue (CETD) at Carleton University, in collaboration with Elections Canada.

One of the key objectives laid out in the Elections Canada Strategic Plan 2008–2013 is to increase the accessibility of the electoral process by testing an electronic voting process during a by-election called after March 2013. It would allow certain electors to vote by Internet in a controlled and secure environment.

A first step in support of this objective is research and monitoring of technological trials both nationally and internationally. In this perspective, Elections Canada is collaborating with CETD in preparing a research paper and a workshop on Internet voting. Both initiatives are focusing on exploring considerations and lessons learned for Canada by examining Internet voting trials that have taken place at the municipal level in Canada (i.e. in Markham, Peterborough and Halifax) and in European jurisdictions (i.e. in Estonia, Geneva and the United Kingdom). The workshop further examined these trials by bringing together technical experts, electoral practitioners from jurisdictions that have used Internet voting, and prominent scholars who have studied applicable models.

CETD is a long-term, cross-disciplinary project, funded by the Social Sciences and Humanities Research Council of Canada, which looks at policy challenges common to Europe and Canada. Its research areas include democratic participation, with a focus on the prospects for electronic participation and voting. CETD involves over 60 Canadian academics and 25 Canadian and European partner organizations.

N. Coaching Workshop

The Acting Chief Electoral Officer represented the OCEO at this workshop held on February 2-3, 2010, sponsored by the Legislative Assembly Service. Representatives from several independent offices of the Legislative Assembly attended. Topics discussed included being a coach, the coaching conversation, coaching skills, personal coaching styles inventory© and coaching in organizations. Small group work and role playing was included in the session.

O. Recruitment of Poll Officials Workshop

One of the priorities identified by Chief Electoral Officers at the July 2009 Conference was the recruitment of poll officials. The Acting Chief Electoral Officer attended this workshop in Ottawa on February 16 and 17, 2010. Topics included in the discussion were mass recruitment of workers, recruitment of qualified election workers, monitoring tools/risk management, current recruitment/screening methods, assessment/evaluation tools and methods, common competency profile development and recruitment officer manuals.

P. Technology Committee

The Acting Chief Electoral Officer and/or the Manager of Information Technology & Register of Electors represented the OCEO at a number of conference calls throughout the year. The Acting Chief Electoral Officer attended a meeting in Ottawa on February 18-19, 2010. The purpose of the meeting was to expand the common data model to the election workers line of business. The session started with background and overview of the common data model, a description of approach and review of scope. A common data model was successfully completed.

Q. E-Voting Workshop

Another business priority identified at the July 2009 meeting of the Conference of Canadian Election Officials was E-Voting. Chief Electoral Officers met at a workshop held in Toronto on February 22-23, 2010. Topics discussed definitions of E-Voting, E-Voting Functions, Function vs. Principles analysis; review of inventory of current practices and future action plans.

R. Presentation to Legislative Interns

The Acting Chief Electoral Officer gave a presentation to the Legislative Interns on the role of the Office Chief Electoral Officer/Elections Saskatchewan on January 13, 2010. The interns requested a follow-up session on April 16, 2010 to ask additional questions.

S. Meetings with Other Independent Officers of the Legislative Assembly

The Independent Officers of the Legislative Assembly in Saskatchewan get together most months on the third Wednesday of the month for a luncheon meeting to discuss matters of mutual interest.

T. Ongoing Liaison with Other Jurisdictions

Throughout the reporting period, the OCEO has received valuable assistance from all Canadian federal, provincial and territorial electoral jurisdictions. The Office thanks all other election Offices across the country for their valuable assistance while continuing to research best practices in other jurisdictions.

On-going liaison is greatly assisted through the use of the Canadian Election Resource Library (CERL). This on-line extranet resource is based at the offices of Elections Manitoba and was launched in the spring of 2004. A nominal annual subscription fee from the electoral offices across the country subsidizes the coordinator's salary and benefits. CERL members may interact with other CERL members by replying to messages or starting their own message thread. CERL members may also view on-line forms, legislation, manuals/guides, policies and reports from other jurisdictions across the country.

The jurisdictions that we have done the most in-person liaison with are our fellow prairie provinces of Alberta and Manitoba. See elsewhere in this report on the fact finding missions to Alberta and Manitoba regarding GIS mapping and payroll processing.

X. Miscellaneous Activities

A. Human Rights Complaints

- On April 23, 2008, a complaint was received regarding the November 7, 2007 Provincial General Election. The complaint came as a result of concerns raised by an individual from Saskatoon. The individual, a wheelchair user, alleges that because of his disability, he was discriminated against with respect to facilities to which the public is customarily admitted.
- The initial legal process regarding this complaint was completed between April and August 2008.
- In January 2009, the Acting Chief Electoral Officer and legal counsel met with two representatives of the Saskatchewan Human Rights Commission to discuss settling the complaint. After more negotiations, in March 2009, a fully executed settlement agreement between the parties was received from the Saskatchewan Human Rights Commission. The settlement included the following:
  - the respondents agree to make a concerted effort to find an alternative location for the school in question;
  - the Chief Electoral Officer agrees to advocate for legislative changes including the provision for "transfer certificates" allowing wheelchair users to apply to transfer their vote to a location accessible for wheelchairs if their assigned polling place is not accessible;
  - the Chief Electoral Officer agrees to conduct an accessibility audit of all polling locations in the Province prior to the next Provincial General Election and to use the Chief Electoral Officer's best efforts to ensure, to the extent practicable, that polling locations are accessible for wheelchairs;
  - the Chief Electoral Officer agrees to emphasize in the training of all Returning Officers that all polling places should, wherever practicable, be in a location accessible for wheelchairs and that a thorough search for the best locations is expected. In instances where an accessible location, as determined by a Returning Officer, is not available, the Chief Electoral Officer will be informed so that alternatives can be further explored; and
  - the Chief Electoral Officer agrees to review, prior to the next General Election, how disabled voters might best be informed of options available for voting. This may include indicating on the voter information card whether a voter's polling location is wheelchair accessible or not, and asking voters to identify the need for assistance in casting their vote.
  - **Update: The accessibility review is now underway as each Returning Officer reviews their polling division boundaries.**
- On October 21, 2008, a complaint was received regarding the November 7, 2007 Provincial General Election. The complaint came because of concerns raised by an individual from Saskatoon. The individual believes that alternate means of voting should be implemented which would allow blind voters to cast and verify their votes independently. Both the Government of Saskatchewan and the Chief Electoral Officer for Saskatchewan are named in the complaint.

- This is the same individual who complained to the Human Rights Commission following the November 5, 2003 Provincial General Election. The 2004 complaint came as a result of the concerns raised by the individual from Saskatoon. The individual felt aggrieved and humiliated by the treatment the Province's elections legislation affords a blind voter. Over several years numerous meetings, including conciliation took place, to work out a solution to this situation, however, no compromise was reached. As a result this matter was referred to a Tribunal.
- The hearing was held on November 21-22, 2006 in Saskatoon. The complainant requested that Braille candidate information be available at all of the approximately 3000 polls across the Province and that he receive some compensation for his humiliation at having to use a template at the poll. During the conciliation stage the logistical problems of producing Braille documents and distributing them across the Province were identified (not to mention the high cost of doing so). The Chief Electoral Officer had offered instead to institute a process similar to that set up for Absentee Voters whereby an individual could apply for Braille information to be made available at his or her poll. This offer was rejected. The OCEO received the decision of the Tribunal shortly after the November 2007 General Election. The Tribunal determined that the OCEO had made sufficient accommodations for blind or visually impaired voters.
- On November 12, 2008 the legal counsel for the OCEO replied to the 2008 complaint.
- In the past year there has been an exchange of letters but there has been no final resolution of the complaint.

B. Staffing

Current Staffing of the Office of the Chief Electoral Officer (OCEO)

- In January 2009 a consultant, David Hamilton, former Chief Electoral Officer and Clerk of the Legislative Assembly for the NWT (now retired) was engaged by the Board of Internal Economy at the OCEO's expense:
  - interviewed staff at OCEO;
  - input from Chief Electoral Officers from other jurisdictions; and
  - report completed March 2009.
- In May 2009, the Acting Chief Electoral Officer indicated to the Steering Committee of the Board of Internal Economy that the lack of staff could not continue indefinitely without severe repercussions to the ability of the OCEO to carry out its mandated duties.
- The Acting Chief Electoral Officer was told by the Steering Committee of the Board of Internal Economy that they realize the OCEO is understaffed and "a number" of additional positions are needed.
- As a result, three six-month term positions were advertised in June 2009. The individuals that were hired began work in July 2009. At the end of the sixth month appointment, the CEO appointment had not yet been decided so the positions were extended another 3 months to March 31, 2010. In the budget process, the OCEO asked for these positions to be extended for an additional year to March 31, 2011 and also requested two additional one year term positions to carry out the review of polling divisions and the remapping of all 58 constituencies.

- For over a year, the Steering Committee's response to inquiries was that "nothing could be done regarding distribution of the "Hamilton Report" and implementation of its recommendations until a permanent Chief Eiectoral Officer has been hired".
- The "Hamilton Report" was made public on April 28, 2010, via the Legislative Assembly website and it calls for 13 permanent positions. See Short-term Initiatives #7 for more details.
- Although at the time of writing there are **seven permanent positions** in the OCEO, staffing stands at:
  - three permanent positions filled;
  - three permanent positions vacant;
  - one temporary staff position replacing a person on leave of absence to mid-September 2010;
  - five one-year term positions to March 31, 2011;
  - one six-month term position to November 30, 2011; and
  - two casual part-time positions.

  As time gets closer to the 2011 General Election, additional term and casual staff will be required.

David Wilkie, who was appointed as Acting Chief Electoral Officer effective November 1, 2008, remains as Acting Chief Electoral Officer for an unspecified period.

C. Continuing Education

The OCEO is committed to:

- being innovative, creative and flexible in delivering the present and preparing for the future, looking broadly for opportunities and partnerships while considering electoral process needs and adopting optimal solutions; and
- having a cooperative working environment, encouraging all members of the election team to work together and to work with their stakeholders and partners to better serve the electorate of Saskatchewan.

In order to achieve these goals the OCEO is committed to continuing education. In this reporting period, the OCEO staff have taken advantage of the following continuing education opportunities:

Acting Administrative Coordinator:

- Attended an Administrative Assistant Conference in Regina on June 17, 2009.
- Attended "Dealing with Unreasonable Complainant Behaviour", a workshop sponsored by the Office of the Ombudsman in Regina on October 23, 2009;
- Attended the "Communications Expo" held in Regina on October 29-30, 2009; and

Manager of Election Finances:

- Attended "Dealing with Unreasonable Complainant Behaviour", a workshop sponsored by the Office of the Ombudsman on October 23, 2009;
- Went on a fact-finding visit to Elections Manitoba to learn more about Election Manitoba's payroll program and applications, Winnipeg, February 24-25, 2010. The timing was particularly

good as it was during a by-election in Manitoba and the Manager of Election Finances was able to view the payroll system in action; and

- Went on a fact-finding visit to Elections Alberta to learn more about Election Alberta's payment process software, Edmonton, March 3-4, 2010.

Manager of Information Technology and Register of Electors:

- Attended the Software User's Group Meeting in Edmonton, May 8, 2009;
- Attended the Visitor's Program for the British Columbia Provincial General Election and Referendum on Electoral Systems from May 11-13, 2009. Of particular interest to Saskatchewan were Referendum related materials and initiatives with "new media";
- Attended the first-ever electoral geography workshop in Ottawa on October 27-29 to learn about what other jurisdictions do for electoral geography. This was particularly well-timed as the OCEO was beginning to research a move towards GIS mapping;
- In December 2009, received demonstration of the "Automark Voting System" at Saskatoon City Hall which was used at the October 2009 Municipal Election; and
- Went on a fact-finding visit to Elections Alberta with GIS consultant to learn more about Election Alberta's GIS Mapping process and lessons learned by Elections Alberta at the half-way point of Alberta's Electoral Boundaries Commission's work, Edmonton, March 15-16, 2010.

Communications Consultant:

- Attended "Redefining Fairness and the Roles of the Ombudsman for the 21st Century", presented by Kevin Fenwick on October 13, 2009.
- Attended the "Communications Expo" held in Regina on October 29-30, 2009;
- In December 2009 received demonstration of the Automark Voting System at Saskatoon City Hall which was used at the October 2009 Municipal Election; and
- Attended Media's Role in Shaping Public Policy presented by Craig Oliver at the Johnson-Shoyama Graduate School of Public Policy on February 10, 2010.

Financial Compliance Consultant

- Went on a fact-finding visit to Elections Manitoba to learn more about Election Manitoba's payroll program and applications, Winnipeg, February 24-25, 2010. The timing was particularly good as it was during a by-election in Manitoba and the Financial Compliance Consultant was able to view the payroll system in action; and
- Went on a fact-finding visit to Elections Alberta to learn more about Election Alberta's payment process software, Edmonton, March 3-4, 2010.

Acting Chief Electoral Officer:

- Attended Visitor's Program for British Columbia Provincial Election and Referendum, May 11–13, 2009;
- Attended Law and Parliament Conference in Toronto, November 12-14, 2009;
- Attended International Electoral Commissions Conference: Ensuring Democratic Legitimacy, London England, December 15-16, 2009;
- Attended Coaching Workshop held on February 2-3, 2010; and
- Attended one-day "Budgeting and Financial Management" workshop offered by the Johnson-Shoyama Graduate School of Public Policy, Regina, March 11, 2010.

See Section IX. Liaison for more information about the conferences and workshops mentioned in this section of the Report.

In March 2010, the Acting Chief Electoral Officer met each staff member individually, to discuss his or her training and development plans for the 2010-2011 fiscal year. This is especially important, as there are many new staff members in the OCEO who have not previously worked in a General Election.

D. Other

1. Geographic Information System (GIS) Mapping

- A pilot project regarding review of polling division boundaries and improvements to maps took place from January to the end of March 2010.
- The Manager of IT and the GIS Technician, visited Elections Alberta in March 2010, to meet with their GIS staff (at the time Elections Alberta was half-way through the work of the Alberta Boundaries Commission). The Elections Saskatchewan staff discussed with the Elections Alberta staff the best practices and the lessons learned. Elections Saskatchewan staff have also been in touch with Elections Manitoba staff regarding equipment, software etc.
- Returning Officers are to complete their review of polling division boundaries for all 58 constituencies. This is to be done on a staggered basis for the 2010-2011 fiscal year. After the 2007 General Election there was a complaint to the Saskatchewan Human Rights Commission by a voter in a Saskatoon constituency, who, when arriving at his polling place found that it was not accessible. As part of the settling of this complaint, the OCEO agreed to do an audit of accessibility for all polling places in the Province prior to the 2011 Provincial General Election.
- As part of the polling division review an Accessibility Checklist is required for each polling place. For possible alternatives, Returning Officers have been given Elections Canada's list of polling places situated within their provincial constituency boundaries.
- Input from MLAs and Registered Political Parties regarding polling division boundaries and polling places has been requested, especially as it related to "community of interest" regarding polling division boundaries and polling places.
- Groups pertaining to disabilities have been contacted to ask for input.
- Input has been requested to reach the OCEO by June 25, 2010, after which any comments received will be passed on to the appropriate Returning Officer.

2. Outreach

- Elections Saskatchewan has had initial discussions with a Manitoba-based consultant regarding an Aboriginal Outreach Project. Elections Canada and Elections Nova Scotia have had some discussions with this consultant. One or two other jurisdictions may also join this pilot project.
- The OCEO booked an outreach booth to be used as a recruitment tool at University of Regina Careers Day (the University of Regina is located in the Regina Douglas Park constituency); (when the by-election took place three weeks earlier than originally announced,) the OCEO used the time to offer a chance to win one of twenty-five memory sticks/USB drives. Five hundred persons entered their names into a draw and as a result, Elections Saskatchewan built a database of 320 e-mail addresses for contacting possible future poll officials for the 2011 General Election.

XI. Recommendations – Amendments to *The Election Act, 1996*

Major changes were made to *The Election Act, 1996*, which were proclaimed on March 22, 2006. *The Annual Report Compendium 2003-2005* and the *Annual Reports of 2005-2006, 2006-2007, 2007-2008* and *2008-2009*, with the advent of the regularization of the Annual Reports of the Chief Electoral Officer on a fiscal year basis, brought the opportunity for the Chief Electoral Officer to make Recommendations on Amendments to *The Election Act, 1996* on a regular basis.

For the first time following a Provincial General Election, new recommendations for Amendments to *The Election Act, 1996*, along with a review and update of any "old" recommendations from Annual Reports not yet addressed, were included in the *Report of the Chief Electoral Officer - Volume III - Recommendations for Changes to The Election Act, 1996 - Twenty-Sixth Provincial General Election November 7, 2007*; which was tabled in the Legislative Assembly on April 30, 2009. There has been no movement on any of the 120+ recommendations, despite some media reports that the Minister of Justice was anticipating that an All-Party Committee to Review Changes to the Election Act was to begin in the spring of 2010.

Given the short time now available to make Legislative Amendments before the 2011 General Election, the OCEO has prioritized a number of concerns which the OCEO believes should be addressed before the November 2011 General Election. See charts on the following pages.

Current "Primary Problems" to be Addressed	Page # in "Volume III" Report	Benefits to:		
		Voters	Registered Political Parties and Candidates	Elections SK
Improvements to Enumeration, Revision and Movement Towards a Permanent Register				
In 2004, the All-Party Committee on Revisions to *The Election Act, 1996* unanimously recommended to move towards a Permanent Register of Electors. The amendments in May 2005 called the introduction of a Permanent Register of Electors the most important amendment to The Act. Regulations were to follow later. **A Permanent Register requires an excellent "final full enumeration"** followed shortly after by data sources to update those persons who have moved; to keep the Register updated for possible by-elections and the 2015 General Election. If Regulations do not come before the 2011 General Election, the introduction of a Permanent Register may be delayed until the 2019 General Election. **Ten days for enumeration within the writ is not enough time to do a thorough enumeration. Enumeration should be held outside the writ period.** Enumeration in long-term care institutions was put at risk by the Regina Qu'Appelle Health Authority. The legislation protecting the use of the Voters' Lists is not effectively strong enough. The OCEO received complaints about Voters' Lists being stolen from Municipal Offices and Post Offices where the Voters' Lists had been distributed & posted; thereby putting into question the privacy of voters.	Pg. 22-28 + Pgs. 74-78	• More electors on the List of Electors. • More persons aware of the election. • The best possible "final full enumeration" helps ensure a Permanent Register has a solid base to begin. • Fewer declarations on Election Day – shorter line-ups. • Ensures that most residents of long-term care institutions are on the Voters' List. • Enhanced privacy protection of Voters' List.	• List of Electors available on the day the writ is issued rather than two weeks before Election Day. • Less errors on the List of Electors; easier for candidate's canvassers to campaign and identify their supporters; easier for candidates to get their supporters to vote. • More names of eligible voters on the List of Electors equals higher communication allowance for successful candidates.	• More accurate and complete List of Electors. • Fewer complaints from voters, candidates and political parties about enumeration errors.
Revision If the recommendations regarding Enumeration outside the writ are put into effect then revision, which would now be a longer period, would need to be adjusted and should be adjusted. Currently revision is to be done by the enumerator for 8 hours during the 4th day prior to Election Day. This creates a recruiting problem. Often someone who may be available to do enumeration is not able to adapt their schedule to set aside 8 hours at a later date for revision. Unlike most jurisdictions, Saskatchewan's revisions have been hand-written 3 times by the enumerator.	Pg. 28	• More likelihood of getting on the List of Electors. • Improved revisions if absent when enumeration is done. • A revising agent can visit the voter at home to obtain information.	• Revision data entered in electronic form instead of written on paper & reproduced by hand. • More revisions equal more money for constituency communications allowance. • More accurate revised list and more names on the List of Electors.	• Higher quality and quantity of revisions therefore a more accurate List of Electors.

Current "Primary Problems" to be Addressed	Page # in "Vol. III" Report	Benefits to:		
		Voters	Registered Political Parties + Candidates	Elections SK
At a "Public Forum on Voting and Ways to Improve Accessibility to Voters with Disabilities" held April 2008 in both Regina and Saskatoon with a number of disability stakeholders, **a number of issues important to voters with disabilities** were pointed out to the OCEO. The recommendations are amongst the most important to ensure that the accessibility to voting in Saskatchewan progresses with the times. Polling locations need to be **accessible** and **transfer certificates made available** to vote at an accessible location. Saskatchewan is one of the few jurisdictions that does not have legislated accessibility for its polling places.	Pg. 30-32	• Polling places that are more accessible would make it easier for voters with disabilities to vote. • The ability for voters to vote at an alternate location if their home polling place is not accessible.	• More voters with disabilities able to go to a polling place to vote. • Increased voter satisfaction. • Easier for party volunteers to vote at an alternate polling place.	• Increased voter satisfaction for voters who have a disability.
Exemption of Mobile Polls & Hospitals from Identification Requirements. In 2005, MLAs indicated that they preferred the OCEO to use the provisions for forest fires and floods be extended to mobile polls. This was done in the 2007 GE. It was very favourably received by residents residing in mobile polls; EXCEPT THAT THE PROVISIONS FOR FOREST FIRES + FLOODS REQUIRE THAT A DECLARATION BE SIGNED EVEN IF THE VOTER HAS BEEN ENUMERATED. Despite the negative feedback on this, the legal advice received by OCEO was that there was no option but to require the declarations to be signed.	Pg. 43	• Less confusion among voters in personal care homes by eliminating the need for voters on the Voters' List to sign a declaration.	• Increased voter satisfaction, particularly amongst voters with disabilities.	• Increased voter satisfaction, particularly amongst voters with disabilities. • Increased satisfaction of poll officials = better service.
Mobile Polls. Despite the problem outlined above, mobile polls were very popular; so popular that the OCEO and ROs received complaints from persons in seniors' apartment blocks who wanted mobile polls extended to them.	Pg. 42-43	• Seniors who live in seniors' apt. bldgs. will get a mobile poll.		
Voting in Hospitals. In the 2007 General Election, the Regina Qu'Appelle Health Region indicated by their actions. that it was of their opinion that *The Health Information Protection Act* (HIPA) overruled the *Charter* Right to Vote. At the eleventh hour, when the OCEO made it clear that the public relations involved with refusing eligible voters the right to vote was not a fight the RQHR could win, they backed down. In the 2009 Regina Douglas Park By-Election the matter came up again when despite seven weeks of effort, the RQHR refused to meet with representatives of the OCEO. Once again, the *Charter* had to be affirmed before a meeting was set up.	Pg. 45	• Eligible electors who are in a hospital on Election Day will be assured of the opportunity to exercise the right to vote as outlined in *The Election Act, 1996*.	• Increased voter satisfaction, particularly for voters with disabilities.	• Increased voter satisfaction. • ROs and OCEO staff not having to spend time debating & negotiating with health regions each time there is an election event whether HIPA supersedes the *Charter* Right to vote.

Current "Primary Problems" to be Addressed	Page # in "Vol. III" Report	Benefits to:		
		Voters	Registered Political Parties + Candidates	Elections SK
By-elections are a very useful opportunity to test out some new initiatives for a general election. **Sometimes, there are initiatives, such as the accommodation of voters who are disabled, that would require legislative change**. At a "Public Forum on Voting and Ways to Improve Accessibility to Voters with Disabilities" held in April 2008 with a number of disability stakeholders; it was pointed out to the OCEO that there should be a number of changes to legislation to better serve electors with disabilities. A provision in the legislation allowing for more substantial pilot projects during by-elections, such as the use of electronic marking systems for visually impaired voters, would allow testing in a by-election before legislating for a general election.	Pg. 67	• The possibility of more flexibility for new voting methods etc. being introduced during a by-election.	• Increased voter satisfaction, particularly amongst voters with disabilities.	• The possibility of more flexibility for new voting methods etc. being introduced during a by-election. • without requiring a change in legislation each time. • Increased voter satisfaction particularly amongst voters with disabilities.

Current "Secondary Problems" to be Addressed	Page # in "Vol. III" Report	Benefits to:		
		Voters	Registered Political Parties + Candidates	Elections SK
Difficulties Staffing Enumerator and Poll Official Positions				
Difficulties finding qualified poll officials became evident in the 2007 General Election and again during the 2009 By-Elections. Sometimes one constituency may have an abundance of enumerators and/or poll officials while another constituency, despite the best efforts of the RO and Elections SK, may not have enough poll officials. Also for specialized polls such as hospital polls, hospitals have indicated a preference for hospital volunteers to be the poll officials. Unfortunately, hospital volunteers often do not live in the constituency in which the hospital is located.	Pg. 17	• A sufficient number of more qualified enumerators and poll officials • Higher quality service to the voters.	• Increased voter satisfaction.	• Increased voter satisfaction. • Less complaints of poor service.
If a Returning Officer and/or Election Clerk quits at the last minute before an election or during an election; currently there is no choice but to use someone who lives in the constituency even though they may not be qualified or suitable.	Pg. 15	• In the event of an emergency, the likelihood of having an inadequate RO is greatly reduced by allowing more options for hiring RO's outside the constituency.	• In the event of an emergency, the likelihood of having an inadequate RO is greatly reduced.	• More options for hiring ROs in the event of an emergency.
Currently the Deputy Returning Officer provides a "black lead pencil" in each voting station. At the "Public Forum" held in April 2008, it was pointed out that some individuals had a great deal of trouble using a pencil to mark their ballot. These individuals indicated that there should be a black marker provided at each polling station as an alternative to the "black lead pencil". AB, NB, NWT, NS + Ont. allow for a pencil, pen, or "marker" or do not specify the writing device to be used. This change can be implemented at very little cost.	Pg. 37	• Improving the ability and ease for some electors to vote.	• Improving the ability and ease for some electors to vote.	• Responding to the concerns of electors with disabilities with a small inexpensive change that will assist with their ease of voting.

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